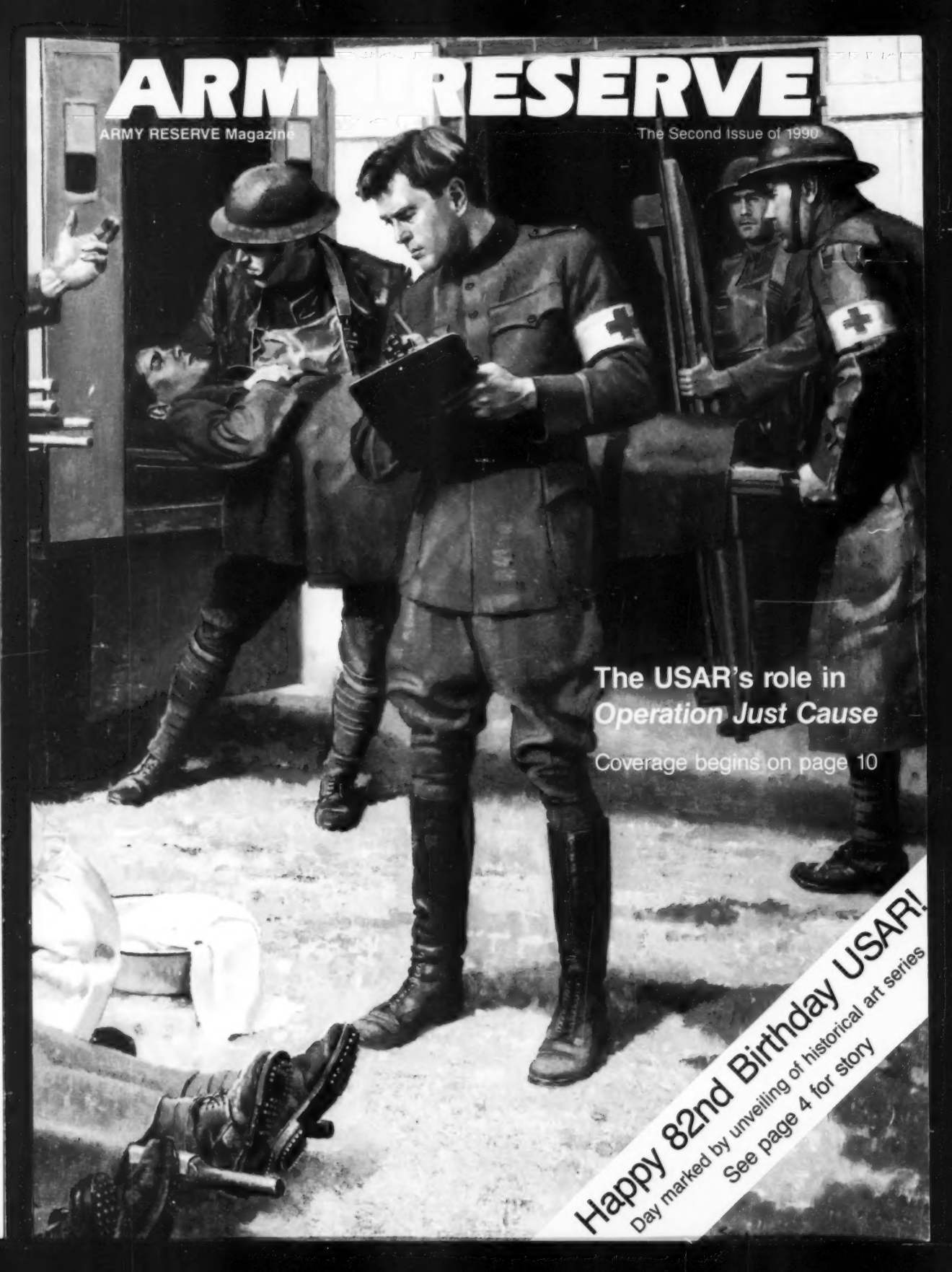
ARMY RESERVE
ARMY RESERVE Magazine
The Second Issue of 1990
The USAR's role in
Operation Just Cause
Coverage begins on page 10
Happy 82nd Birthday USAR!
Day marked by unveiling of historical art series
See page 4 for story

Say what...you want me *off* your tower?

PFC Angela Clark, 421st Quartermaster Co., Fort Valley, Ga., looks incredulously at the rappel master as he directs her to lean back. She made it to the bottom in one piece. For a look at how a unit of parachute riggers found themselves standing on a rappelling tower instead of standing in the door of a C-141, watch for the full story in an upcoming issue.

(Photo by Sgt. Dorothy Young)

ARMY RESERVE Magazine

Volume XXXVI
Number 2

Contents

"The Secretary of Defense shall require the complete and current dissemination to all reserves and the Public of information of interest to the reserve components."
Section 278, Title 10, U.S. Code.

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OPERATION JUST CAUSE

A wrap-up of Army Reserve activities in support of the U.S. operation in Panama to remove Gen. Manuel Noriega and rebuild the country's government and infrastructure. ***Page 10***

Training with SOUTHCOM

The Chief, Army Reserve outlines new and broadening plans to allow units more training opportunities with U.S. Southern Command within Central America. ***Page 20***

1989 WESTAT Study findings

Follow-up study to last year's controversial look at retention factors in the Army Reserve reinforces and validates findings of earlier survey. ***Page 22***

Ironman!

California Reservist stays busy and keeps his drill instructor image up to snuff by playing a variation of "heavy metal" in the workout room. ***Page 26***

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About our cover:

This reproduction of artist Don Spaulding's *Suippes — France 1918* is the first in a series of Army Reserve historical oil paintings. The oil painting was unveiled on April 23, 1990, the 82nd anniversary of the Army Reserve.

Kilmartin takes command of Army Reserve Personnel Center

St. Louis, Mo. — Brig. Gen. Thomas J. Kilmartin assumed command of the Army Reserve Personnel Center (ARPERCEN) earlier this year in ceremonies at the Center's St. Louis headquarters.

He succeeds **Col. Bobby R. Sanders**, who held the command position in an acting capacity since May 31, 1989. Sanders returned to his permanent assignment as the Center's deputy commander and has since been reassigned to the planning group studying stationing options for the proposed U.S. Army Reserve Command.

Kilmartin is an Army Reserve officer called to active duty for the purpose of commanding ARPERCEN. He is a 1962 graduate of the U. S. Military Academy, and has held a variety of command and staff assignments in both the Regular Army and the Army Reserve.

ARPERCEN provides a wide variety of mobilization and personnel management services to the more than 275,000 Army Reserve soldiers who are not members of reserve units. It provides additional services to all Army Reserve officers, Army retirees, Army veterans and their families. The command headquarters, located at 9700 Page Blvd., has more than 600 assigned soldiers and more than 1,500 civilian employees.

CHAMPUS eligibility for reserve families explained

Washington, D.C. — Army Reserve soldiers sometimes hear terms floating around with which they may not be familiar, because these terms usually apply to active duty situations and only sometimes apply to Reservists.

Two of those terms **are** important for Reservists to know, however, because they have to do with important benefits on those occasions when they do come into play. Those terms are **CHAMPUS** and **DEERS**.

CHAMPUS stands for Civilian Health and Medical Program for the Uniformed Services. It is run by the Department of Defense, and it picks up most of the costs for treatment in civilian medical facilities when military hospitals and clinics are either too distant or busy.

As an Army Reservist, your dependents are only eligible for CHAMPUS benefits under certain conditions.

If you are called to active duty for more than 30 days, your family members become CHAMPUS-eligible on the first day of your active service. They remain eligible until you leave active duty. The period of active-duty time stated on your orders is the determining factor.

If you should die while on active duty, your surviving dependents will continue to be eligible for military health benefits, including CHAMPUS, under the same rules as would the survivors of any deceased active-duty service member.

DEERS is the Defense Enrollment Eligibility Reporting System. CHAMPUS-eligible persons must be listed on the DEERS data base in order to get their claims paid.

The DEERS data base contains the names of all active-duty, deceased and retired military sponsors, their CHAMPUS-eligible family members, and certain former spouses.

When a CHAMPUS claim is submitted to the claims processor, the processor checks to see if the patient who received the care is listed in the DEERS computer files as eligible for CHAMPUS benefits. Claims for patients whose names do not show up on DEERS will be denied until the matter of eligibility is cleared up.

Reserve soldiers who are serving in CHAMPUS-eligible circumstances should have their dependents signed up with DEERS when inprocessing for the active-duty tour. If you have any doubts about the DEERS status of your dependents, contact the nearest military personnel office.

After you've served long enough in the reserve forces to qualify for retirement (you've logged 20 or more satisfactory years of service to ensure your eligibility to begin drawing retired pay and benefits at age 60), you and your dependents (if they qualify) will become eligible for CHAMPUS and other military health benefits on your 60th birthday.

Your CHAMPUS eligibility will continue until you qualify for Medicare (Part A), which cost-shares hospital charges. Qualified dependents will also keep their CHAMPUS eligibility until they become individually eligible for Medicare (Part A). For most people, Medicare eligibility occurs at age 65.

CAR unveils first Army Reserve historical painting

Washington, D.C. — The inaugural painting in the Army Reserve historical painting series was unveiled by Maj. Gen. William F. Ward, Chief, Army Reserve, on April 23, the 82nd anniversary of the Army Reserve.

The 30- by 40-inch oil painting by artist Don Spaulding depicts a World War I hospital at Suippes, France, where an Army Reserve Corps doctor and Red Cross nurse, along with other medical soldiers, treat wounded American soldiers.

Many of the wounded in the scene helped stop the German offensive north of the town of Suippes (pronounced "sweep") in northeastern France July 15-18, 1918. They battled heavy German artillery on both sides of the Suippes River.

"It is most appropriate that the first painting in our historical series be a World War I medical scene," said Ward. "More than 29,000 medical officers from the Army Reserve, then called the Officers Reserve Corps, served in WWI. The number of doctors from the regular Army was only 920." Also serving in medical units were 15,000 members of the Enlisted Reserve Corps.

Senator Strom Thurmond, S.C., and Congressman Sonny Montgomery, Miss., attended the unveiling and remarked on the importance of the Army Reserve.

The Army Reserve got its start April 23, 1908, with Senate Bill 1424 authorizing the Army to establish a reserve corps of medical officers who could be ordered to active duty by the Secretary of War during an emergency. Congress recognized the need to overcome a serious wartime shortage of physicians which was apparent during the Spanish American War in 1898.

Today the Army Reserve provides 70 percent of the Total Army's medical support, including 82 percent of the nurses and 50 percent of the physicians required by the Army.

Army Reserve soldiers will be able to enjoy the artwork "Suippes — France, July 1918" in the form of 11- by 14-inch lithographs. They will be printed and distributed to all Reserve units within the next several months. The next painting in the series will be a Korean War combat scene.

Artist Don Spaulding worked with live models and WWI artifacts in executing the painting. Spaulding is nationally known and specializes in historical subjects, especially set in the American West. His work is in private and museum collections throughout the U.S.

A career in military medicine?

If that sounds interesting to you, you should be aware of the Uniformed Services University of the Health Sciences, the military's own medical school.

Students at USUHS, in Bethesda, Md., study a traditional medical school curriculum plus courses of direct military medical relevancy. There is no tuition, and all books and equipment are provided at no charge.

Students are commissioned as second lieutenants (or Navy ensigns) and draw full pay and benefits while in school. At graduation, students receive the M.D. degree and promotion to captain. They must serve seven years to pay back their education; time spent in graduate medical education (such as internship or residency) does not count toward the payback.

Applicants must have a college degree and be qualified for a commission, as well as meet certain academic requirements. Civilian applicants may be no older than 27 when they enter the school, but applicants with military service can exceed the age limit by up to age 31, depending on the amount of service.

For more information, contact the Office of Admissions, ATTN: PAC, Uniformed Services University, 4301 Jones Bridge Road, Bethesda, MD 20814-4799.

Families at Fort Benning?

Go ahead, bring them along if you want, say Infantry School officials to lieutenants reporting to Infantry Officer Basic Course (IOBC).

While recognizing that the decision to bring wife and family to Fort Benning is a personal one (IOBC students do not normally receive additional TDY funds for non-availability of quarters), the course does have a very active wives' program which includes an orientation on Ft. Benning, a briefing to acquaint wives with the role of the military officer's spouse, coffees, luncheons and a Commandant's Reception. There is also an opportunity for wives to observe training and gain an appreciation for their husbands' responsibilities.

Prospective IOBC students desiring more information should call the Personnel and Administration Center, 2nd Battalion, 11th Infantry, at (404) 545-3014/2824/4023 (Autovon prefix is 835).

More UPDATE on page 6

An Army Reserve glossary

The Army, and the Army Reserve, would be speechless without acronyms. Here's a glossary of terms frequently used in **Army Reserve Magazine**:

ADT — Active Duty for Training. This type of active duty is performed by any Reservist attending a school, counterpart training or other special training activities.

AGR — Active Guard/Reserve. Army Reservists on full-time active duty in support of Reserve units and programs. The National Guard has a program of the same name, which is administered separately.

ARCOM — Army Reserve Command. One of 21 geographic major Army Reserve commands throughout the U.S. (plus one in Germany). Most (but not all) Army Reserve units are subordinate to an ARCOM, which is commanded by a Reserve major general.

ARPERCEN — Army Reserve Personnel Center in St. Louis, Mo. The nationwide administrative and personnel management center for the Army Reserve. It is the headquarters for AGR, IMA and IRR Reservists.

AR — Army Regulation.

AT — Annual Training. Active duty performed annually (usually for two or three weeks) by Army Reserve units and by IMA Reservists.

CONUSA — CONtinental U.S. Army. The five numbered Army headquarters, which are subordinate to FORSCOM and command Army Reserve units in their respective regions. CONUSAs are commanded by Regular Army lieutenant generals.

DA — Department of the Army. The headquarters of the Army, located in the Pentagon, Washington, D.C.

FORSCOM — Forces Command. The Army specified command headquartered at Ft. McPherson, Ga., which commands virtually all Army Reserve units in the U.S.

FY — Fiscal Year. This is the budgetary and training year for the Army. It starts on Oct. 1 and ends on Sept. 30.

GOCOM — General Officer Command. A unit of the Army Reserve with a general officer commanding, other than an ARCOM or a Division (Training). GOCOMs are functionally organized and are usually identified as a brigade or command.

IDT — Inactive Duty Training. Defined by AR 140-1. The most common example of IDT is weekend drill.

IMA — Individual Mobilization Augmentee. A Reservist who is assigned to an active Army unit or agency with which he or she would mobilize in case of emergency. IMA's serve at least two weeks of AT with their unit of assignment each year.

IRR — Individual Ready Reserve. A Reservist who does not belong to a Reserve unit or hold an IMA assignment. IRR soldiers do not normally drill but may serve tours of ADT. Upon mobilization, IRR soldiers receive orders from ARPERCEN.

MUSARC — Major U.S. Army Reserve Command. The highest level of USAR unit commanded by a Reserve general. All ARCOMs, all Divisions (Training) and any GOCOM with a major general commanding is a MUSARC.

MUTA — Multiple Unit Training Assembly. Commonly known as "weekend drill." The most common form is a MUTA-4, which includes four four-hour unit training assemblies.

OCAR — Office of the Chief, Army Reserve. The agency of the DA staff in Washington responsible for Army Reserve policy and budget matters.

ODCS — Office of the Deputy Chief of Staff — the principal DA staff elements. The last two or three letters tell which one — most commonly seen are ODCSLOG, logistics; ODCSOPS, operations, and ODCSPER, personnel.

PERSCOM — Total Army Personnel Command, formerly Total Army Personnel Agency (TAPA) and Military Personnel Center (MILPERCEN). Located in Alexandria, Va., this agency is the active component counterpart to ARPERCEN, and has some responsibilities affecting the Army Reserve.

RC — Reserve Component. Each branch of the U.S. military services has a regular component and one or more reserve components. The reserve components of the Army are the Army Reserve and the Army National Guard of the U.S.

SIDPERS — Standard Installation/Division Personnel System. The Army Reserve-wide computerized personnel data base.

Other acronyms are defined when they are used in a story.

AGRs not selected for continuation face release from active duty in 90 days

St. Louis, Mo. — Due to recent interim changes to two Army Regulations, Army Reserve soldiers in the Active Guard/Reserve (AGR) program who are not selected for continuation in the AGR program will be released from active duty 90 days after they've been notified of their non-selection.

The procedure applies to soldiers considered by the AGR continuation boards that convened in December 1989 and January 1990, and by all future boards. Under previous rules, soldiers not retained in the program remained on active duty until the expiration of their current assignments.

According to Col. Richard C. Jelen, director of the Army Reserve's Full Time Support Management Center (FTSMC), here, interim changes to this effect were made to Army regulations 635-100 and 635-200 in mid-November 1989.

Jelen says that soldiers in the AGR program go before a continuation board prior to the end of their initial assignment in the program, and then every five years thereafter. Four such boards are conducted annually, two each for AGR officers and enlisted soldiers. Officer boards convene in January and July; enlisted boards convene in December and May.

There are two exceptions to the new 90 day rule, Jelen noted. "Soldiers serving their initial AGR assignment will be released upon the expiration of their assignments, or 90 days after notification, whichever is later," he said. "And, any soldier not selected to continue may request earlier release from active duty."

AGR soldiers with questions about continuation procedures should contact their personnel management officers or NCOs at FTSMC

Editors Note: The Full Time Support Management Center is the Army's Reserve's personnel management agency for AGR soldiers. It shares facilities and resources with The Army Reserve Personnel Center, but reports directly to the Office, Chief Army Reserve.

1990 vets' handbook ready

One of the government's perennial best sellers, *Federal Benefits for Veterans and Dependents*, has been updated for 1990 and is now available from the U.S. Government Printing Office.

Published by the Department of Veterans' Affairs (VA), the 82-page handbook describes such VA benefits as medical care, education, compensation, pension, life insurance, home loan guaranty, vocational rehabilitation, and burial assistance.

Special sections contain information on medical benefits for veterans who were exposed to Agent Orange and radiation, and services for post-traumatic stress disorder.

Employment assistance and other Department of Labor benefits for veterans are also described along with programs administered by the Department of Defense, Small Business Administration and other federal agencies.

The new handbook, which currently ranks fifth on the federal government's list of all-time best sellers, contains sections on eligibility, benefits for former prisoners of war, women veterans, merchant seamen and information on the new U.S. Court of Veterans Appeals.

Addresses and local phone numbers of all VA offices, medical centers, national cemeteries, Vietnam veteran counseling centers, and other VA facilities are also listed.

Federal Benefits for Veterans and Dependents is available for $2.50 from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402.

Army's Bicentennial Committee offers resource materials

The Secretary of the Army's Bicentennial Committee in Washington wants you to know that they have free resource materials available for the asking.

They include the second and third supplements to the original resource guide, *Establishment of the Federal Government and National Defense*, and *Establishment of the Judiciary and the Uniform Code of Military Justice*.

This year marks the fourth year of a five-year commemoration of the Bicentennial of the Constitution. Last year's theme focused on the bicentennial of the Presidency, with special emphasis on those presidents who served in the military.

The committee has available a new pamphlet containing brief biographies of each President of the United States since George Washington in addition to a new "Soldier-Statesmen Presidents" poster. Other items include a pocket-sized Constitution booklet, documents of freedom sets printed on parchment-like paper, speech material and crossword puzzles and quizzes.

If you'd like an order blank listing all the materials available, send your request to the committee at HQDA, SABC, The Pentagon, Room 3E524, Washington, D.C. 20310-0107. Quantities are limited.

Back issues of *Army Trainer* available

Ft. Eustis, Va. — Army trainers will soon have the opportunity to lay claim to some valuable reference material — and at no cost. *Army Trainer* magazine, the professional trainer's magazine published by TRADOC, is offering back issues of the magazine to anyone who would like to have them as reference material. Multiple copies of virtually all issues (except the first two, in 1981) are available.

With comprehensive indexes — published about every two years — back issues have been a popular reference source for trainers, librarians and reserve units. Articles cover a variety of training-related subjects — safety, professional development, physical fitness — but concentrate on practical, how-to topics that make the unit trainer's job a little easier. Most articles are written by trainers in the field who have a good idea, or lesson-learned, to share with the training community.

If you'd like one or more back issues of *Army Trainer* magazine (or just need one particular article), give the staff there a call at AV 927-5475/5893, commercial (804) 878-5475/5893. Or write *Army Trainer* magazine, P.O. Drawer A, Fort Eustis, VA 23604-0309.

Correction!!

In the last issue of ARMY RESERVE Magazine we ran a listing of contact telephone numbers for HQ, ARPERCEN in St. Louis, Mo.

The personnel managers at the Civil Affairs Officers' Branch called to tell us that we were guilty of distributing misinformation when we printed their phone numbers on page 31 of that issue.

The Civil Affairs Officers' Branch may be reached by calling (800) 563-3349 ext. 7817 or commercially at (314) 263-7817.

We're sorry for any inconvenience caused by the erroneous listing.

Reservist recovering from lightning strike

by Maj. John Randt

Bay City, Mich. — With quiet resolve and heroism, a Michigan Army Reservist is fighting back to full physical recovery — one day at a time.

Spec. Scot Severn, 21, was struck by lightning the past summer during annual training with the 4th Battalion, 138th Field Artillery at Camp Grayling, Mich.

Severn, of Headquarters and Headquarters Battery, Bay City, Mich., was standing guard at the tactical operations center in mid-August when a thunderstorm suddenly erupted overhead.

The artillerymen immediately began to take safety precautions which included disconnecting radio antennas, grounding individual weapons and removing their steel helmets.

As he knelt removing his helmet, Severn was struck by a bolt of lighting. The jolt of electricity and blast knocked the radio operator some 10 feet from where he had been kneeling and stopped his heart.

Unit members applied immediate cardiopulmonary resuscitation according to CWO 4 John Schiattone, one of the first soldiers to rush to the scene.

Multiple strikes

The freak electrical storm sent multiple bolts of lightning throughout the battalion area. Moments before, the artillerymen had been in the midst of testing under the Army Training and Evaluation Program. Now, they fought desperately to revive Severn. "A lot of people risked life and limb," said Schiattone.

Camp Grayling's medical evacuation helicopter was unable to respond because of the intensity of the local weather conditions.

Having successfully restored his heartbeat, the artillerymen loaded Severn on a HMMWV and raced along water-logged tank trails to nearby St. Mary's Hospital. They were joined by lst Lt. Mary Sheehan, of the 394th Station Hospital, who arranged a Coast Guard medical evacuation helicopter flight to the University of Michigan Burn Center in Ann Arbor, later that evening.

At the hospital, Severn was found to have suffered severe injuries. His limbs were paralyzed and both ear drums had been punctured. He was suffering burns on his chest and legs that covered 30 percent of his body.

"They gave me a five percent chance of living," says Severn. "However, there was one doctor who said I could achieve a normal life."

Spec. Scott Severn enjoyed a visit to the reserve center to be with his friends PFC Christopher Lentz (left) and Spec. Joseph Swedorske.

(Photo by Maj. John Randt)

Since then, Severn has been struggling to follow that diagnosis. His upper body movement returned first. He walked for the first time in early December aided by leg braces and a parallel support bar. Severn is still hospitalized at the university medical facility. On weekends he is allowed home visits with his parents in Unionville, Mich.

"I think I'm progressing fast. I want to someday be able to jog again. I am taking it one day at a time."

Severn has remained on the Army payroll since the incident. During unit drills, the popular soldier is surrounded by fellow Reservists expressing good will and trading small talk. Meanwhile, Severn's Army Reserve status remains in doubt. In the near future, he will face a medical evaluation board. For his personal future, Severn said he hopes to return to Saginaw Valley State University where he was in his junior year of business studies at the time of his accident.

Incredible power

Artillerymen still talk about the lightning bolt that struck Severn. It melted a portion of his nylon poncho and burned several small holes in his steel helmet.

"The same bolt that struck Severn also burned nearby communications wire and blew up an M-8 chemical alarm at our feet," said Maj. Bob Lenihan, 4/138th commander, who was about to convene a staff meeting at the time of the strike.

Other bolts were observed by 2nd Lt. Ron Meredith, fire direction officer for Battery A, who was stationed nearby.

"I've never seen anything like it," said Meredith, a Central Michigan ROTC graduate attending his first annual training.

"If you can imagine artillery rounds hitting all around . . . they hit all over the place."

Lenihan recommended a number of awards for soldiers involved in the rescue effort. The Army Achievement Medal was presented to: Maj. William Inman, SSgt. Patrick Shannon, Capt. James Sigmon, Schiattone and Sheehan. The Army Commendation Medal was presented to: Capt. Timothy Doudell. Lt. Col. Arthur Hawkins, PFC. Christopher Lentz, SSgt. Richard Vandermolen and SFC Douglas Ziegelmann.

Sheehan, a reservist with the 394th Station Hospital, Grand Rapids, Mich. was attached to 428th Field Artillery Brigade headquarters at the time while Doudell and Hawkins are active Army soldiers assigned to Readiness Group Selfridge, Selfridge Air National Guard Base, Mich.

To the Rescue!

Sgt. Michael Crowley was responsible for the rescue of a teenage girl from the flooded Gunpowder River in Maryland recently.

While his Special Forces unit was returning from white water rafting operations, they observed an empty canoe in the swollen river. Looking downstream, they discovered two teenagers clinging to a tree in the middle of the current.

Sgt. Crowley elected to swim to the teenagers since he is a SCUBA specialist with Co B, 2d Battalion, 20th Special Forces Group (Airborne).

Tying a rope around his waist, he swam towards the pair, but before reaching them, one tried to swim ashore and was swept away by the current. A local fire and rescue squad which had arrived on the scene rescued that youth. Upon reaching the remaining child, Crowley determined the current was too strong to swim back. They clung to a tree in the cold water for more than 45 minutes before a Maryland State Police helicopter lifted them to safety. After treatment in a local hospital for hypothermia, Sgt. Crowley was released.

Sgt. Crowley had been employed as an inspector on the security force at the Department of Energy headquarters for less than 2 weeks, and was congratulated for his heroic action by Admiral James T. Watkins, Secretary of Energy.

More on PEOPLE on next page

Wooden you love to have a dog like this?

by Spec. Danna K. Feibel

Camp Dakotah, Honduras — The dog days of summer have already hit Honduras, with a vengeance. But there is one creature here who won't be howling at the 105-degree weather.

He's Gus, an all-wood canine mascot for firefighters from the 907th Engineer Platoon from Clarkston, Wash.

Like any good fire dog, Gus wears his spots well.

For months, firefighters rotating in and out for two weeks of annual training during exercise *Fuertes Caminos '89*, "whittled" away at the prospect of finding a unit mascot. Frustrated at failed efforts to catch one of the local strays, the soldiers brainstormed. It was unanimously decided that the 907th needed a dalmation. You know, the large white dog with black spots that's as synonymous with the fireman as the red fire engine.

So when the platoon commander, 2nd Lt. William Slora, went away to nearby Soto Cano Air Base for some rest and relaxation, the fellas at the station set to work.

With scraps of wood, a little paint and "dogged" determination, Gus was erected just in time for Slora's return. Surprised and deeply touched, Slora couldn't get enough of the bespeckled pooch, prominently poised on the station's front lawn. "I instantly fell in love with the little guy," Slora admitted. "I had no idea the guys were up to this."

"Wooden you love to have a dog like this?" asked 2nd. Lt. William Slora as he stopped by to pet Gus, the official fire dog for Camp Dakotah. Gus may get warm in the shimmering Honduran heat, but he'll never get burned up over being left with no water.

(Photo by Capt. David Ramp)

Flanked by his very own sandbag bunker and wooden fire hydrant, Gus lifts his leg in proud salute for all to see. "He may not be able to sniff out fires," said Slora, "but he's great for morale. After all, he's our mascot."

There are many other advantages to having a wooden mascot, Slora said. He's quiet, requires little tending and won't get dehydrated standing in the sun all day. Gus doesn't have to be treated for ticks and fleas, either.

But, unlike most other dogs around camp, Gus will probably need a termite inspector now and again.

Slora said when mid-July rolls around and the camp shuts down for the summer, Gus won't be left behind. Instead of being broken up and used for firewood, Gus will probably find a new home back in Clarkston.

It's really the story of a man and a dog in the foothills of Honduras, a story that once again proves that dogs are truly man's best friend.

(Spec. Feibel is a journalist assigned to the 319th Public Affairs Detachment, Garner, N.C.)

First Sixth Army female CSM says to "Seek leadership!"

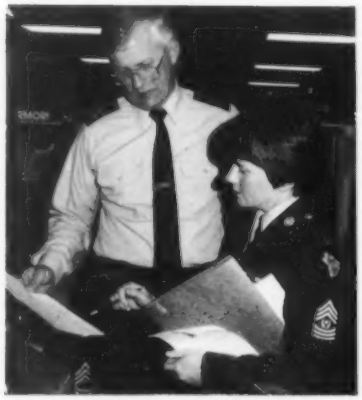
by MSgt. Pat Moser

"Enlisted female soldiers should seek leadership positions if they want to overcome being stereotyped," says Lorraine Du Paul, the first female command sergeant major (CSM) in the Sixth U.S. Army's 12 western state area. Appointed CSM of 1st Battalion, 104th Regiment, 3d Training Brigade, 104th Division (Training), Seattle, Wash., in November 1988, she emphasizes "Women may do a fantastic job as personnel sergeants, but they can get pigeon-holed."

Du Paul leads by example over sergeants, including infantry first sergeants, although she is precluded from holding a combat position specialty by DOD policy.

Is she accepted by the infantrymen and drill sergeants of her battalion?

see "Leadership" on page 9



CSM Lorraine Du Paul

Reservist speaks at international narcotic conference

Ft. Lauderdale, Fla. — Col. John J. Kubisty was a speaker at the 30th International Narcotics Conference held here recently.

Over 1,500 law enforcement officials from throughout the world heard Kubisty speak on "U.S. Army Counterdrug Measures."

An Army Reserve Officer assigned to the Office of the Surgeon General, Pentagon, Washington, D.C., he discussed the Army's role in an integrated program of counter-narcotics actions designed to move the country substantially closer to the goals of a Drug Free America. Current Department of Defense initiatives for strengthening law enforcement were presented.

Currently, more than $360 million of Department of Defense equipment has been loaned, procured, or provided to drug law enforcement authorities for anti-drug use. Kubisty also reviewed current Army and Department of Defense operations in Latin America, the Near East, South Asia and the Pacific.

see "Narcotic" on page 28

Cartoonist 'caricature-izes' classmates

by Jerry Steelman

Capt. Frank Lengel has been caught drawing pictures of the teacher, and it's not the first time.

Lengel recently attracted the attention of his classmates at the John F. Kennedy Special Warfare Center and School with his classroom caricatures of instructors and students.

The 36-year-old member of the 120th ARCOM, based at Fort Jackson, S.C., was a student in the Civil Affairs Officer Advanced Course. In civilian life, he's a professional cartoonist, and he confesses that his fondness for caricature dates back to high school.

"I was the class doodler all through school," Lengel said. "I found that if I doodled, I actually paid better attention and retained the material." His doodling soon turned to caricatures of teachers and students, and his work quickly attracted attention.

At Ft. Bragg, he took up his old habit. "I started doing the same thing in the civil affairs course," he said. "It got to where I had to draw everyone in the class and some of the instructors."

Lengel's cartoons have been published in a number of publications. "I try to appeal to a broad audience; I try to draw the kind of cartoons that a family could enjoy," Lengel said.

Capt. Frank Lengel

Now that he has finished the civil affairs course, Lengel has begun an AGR tour with the 120th ARCOM as a readiness officer. It will mean less time for cartooning, but Lengel said he is looking forward to being on active duty, since he was raised in an Army family.

Student architects design a USAR center

Urbana, Ill — Some new ideas in the design of Army Reserve centers may have been hatched recently when a University of Illinois architectural design class, in a "real world" setting, presented concepts for an Army Reserve Center complex to a jury of professionals.

The design ideas of 20 junior class students were critiqued by Lt. Cols. Gailyn L. Porter and William Harris of OCAR's Construction Management Office in Washington, D.C., and researcher Joel Hardin of the U.S. Army Construction Engineering Research Laboratory (USA-CERL).

The students learned practical aspects of "selling" their design concepts to a pragmatic panel, while the officers' exposure to fresh approaches and innovative ideas offered by youthful vitality and idealism provided a different "slant" on the subjects with which they work.

USA-CERL, located near the UI at Champaign-Urbana, is the Army's leading laboratory for research on the construction, operation and maintenance of its facilities.

Pershing Awards go to Reservists

Leavenworth, Kan. — Maj. William T. Lee, an Army Reserve officer assigned to the 31st Aviation Group (Combat), Fort Meade, Md., has been named the Pershing Award winner during graduation ceremonies for the 81 Army Reserve and National Guard officers attending the Command and General Staff Officers Reserve Component Course.

The winner of the award for the non-resident version of the course was **Maj. Robert J. Hambly Jr.** Hambly is assigned to the 1st Corps Support Command at Ft. Bragg, N.C.

The General John J. Pershing Award is given each year to the top graduate of these courses.

The graduating officers represent almost all fifty states to include Puerto Rico and Guam. The 19-week course began in August, and is incorporated into the regular course's Term 1.

The course focuses on sharpening the war-fighting skills of the officers as future battalion commanders and division and corps staff officers. Though the course is primarily dedicated to the tactical and operational art of war, it also includes military history, leadership, resource management and other sustainment skills.

Leadership

continued from page 8

"Very much so," she replies. "If they question my qualifications because I lack their specialties, I tell them my speciality is to function as a command sergeant major. There are less problems with younger, lower-ranking, soldiers because they have grown up with the new roles of women in the military. For the older soldiers it is something that will be worked out over time."

Du Paul said she anticipated resistance in dealing with the older NCOs. "I thought I would have to be tough so I wouldn't be walked over, and yet also sit and listen," she said. "That is what's difficult — finding the balance. My first sergeants are trying to work with me. We all have to remember we are here to serve our unit. We have to leave our egos at home."

After three years active duty as a journalist, CSM Du Paul joined the Reserve in 1967, where she has served as a personnel staff NCO and first sergeant. She believes she was chosen because of experience at the U.S. Army Reserve Forces Schools (USARF) and her continuing role as an NCO trainer, and says, "I wouldn't have had a chance if I had stayed in administrative positions and not moved around to leadership jobs. Leadership experience is the most important part of building a career. The Army is built on leadership. Other women wanting to get to the top NCO ranks have to understand that."

"My advice to women is to round out their training," Du Paul continued. "If they stay in the same field they are hurting their careers. They should aim for leadership and training positions. Those that don't will get left behind."

As a female command sergeant major, Du Paul finds herself somewhat alone. "It is hard to get advice from peers because they look at given problems from the male point of view. I have no real role model."

Yet she is finding ways to succeed. "I know I can't change attitudes and values overnight," she says. "I need a lot of patience. I listen to what people say. If their remarks are not so kind, I take it in stride."

(MSgt. Pat Moser is with the Public Affairs Office, 104th Div (Tng), Fort Lawton, Washington)

For an explanation of acronyms used, see the Army Reserve Glossary on page 5.

Real-time response

Army Reservists serve

by Lt. Col. Courtenay S. Welton II

(Special thanks go to the 366th Public Affairs Detachment, USAR, Des Moines, Iowa, and the Public Affairs Office, Theater Support Element, Panama for their input to this article.)

Washington, D.C. — In December Reservists around the country were probably making their holiday plans.

It's safe to say, none of them was planning to spend part of the holiday in Panama, but that is exactly what happened to members of several Army Reserve Civil Affairs (CA) units and to a number of Individual Ready Reservists and Individual Mobilization Augmentees.

Early in the morning of December 20, in a move that surprised just about everyone, President George Bush ordered U.S. forces to execute *Operation Just Cause* in order to remove Gen. Manuel Noriega from power. His objectives were to restore the duly elected democratic government, to secure the Panama Canal and to capture Noriega so that he could be tried on drug charges in the United States.

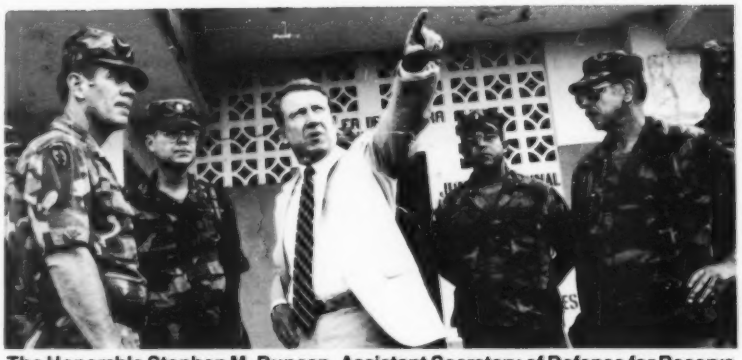
The operation itself went almost perfectly, with American forces quickly seizing their objectives, neutralizing the Panamanian Defense Forces and, eventually, driving Noriega into U.S. custody. After that came the task of putting together the Panamanian government and getting it and the its services back into operation.

One of the units that deployed, in part, with the initial troop movement was the 96th Civil Affairs Battalion, the active Army's only CA unit. Fifteen of its soldiers deployed at the beginning of the exercise and the rest arrived soon after. However, it soon became apparent to the Southern Command's commander that he and the Panamanian government needed more help, in particular skills, than the active Army could provide.

In search of volunteers

A few days later messages went out to the Army Reserve civil affairs community through the U.S. Army Reserve Special Operations Command (USARSOC) and to the Army Reserve Personnel Center (ARPERCEN). The messages said that SOUTHCOM was looking for volunteers to perform Temporary Tours of Active Duty (TTAD) in Panama for 31 to 139 days. The first ones would start only a few days later.

Units received a requirement to provide



The Honorable Stephen M. Duncan, Assistant Secretary of Defense for Reserve Affairs, pauses just across the street from where Manuel Noriega's commandancia had once stood to point out an item of interest to his then deputy for readiness and training, Brig. Gen. Carl R. Morin Jr. Looking on are several Army Reserve civil affairs officers who had been assigned for duty in Panama City. (Photo by Lt. Col. Dave Super)

Assistant Secretary of Defense passes "Well done!" to *Just Cause* Reservists

Events in Central America during the past several weeks have continued to underscore the importance and reliance the nation places on our reserve forces.

Operation Just Cause in Panama is clear proof of the integral role you play as a part of the Total Force.

Even before the operation was announced to the public by President Bush, many of you were called upon to volunteer your services. From the very beginning, reserve members played a significant role in the operation. Reserve force activities included the airlift of troops and supplies, fighter support, aerial refueling, military police functions, aeromedical evacuation and civil affairs.

In addition to those of you who deployed, there were thousands who provided around-the-clock support operations at stateside locations.

A critical aspect of reserve involvement in the operation was your overwhelming response in a time of need. In some cases you responded and were at your place of duty in less than an hour. Hundreds of you reported to deployment sites with 24-hours notice or less. The resultant immediate availability of skilled and trained military professionals, capable of performing critical and often unique missions in support of defense needs, demonstrates that one of the great strengths of the nation is its reserve forces.

It is particularly gratifying to know that thousands of you willingly and enthusiastically volunteered your services in support of national security objectives. It is equally gratifying, and of no less importance, to witness again the strong support demonstrated by our reserve spouses and family members. It is extremely difficult, at any time or during any season, to watch a loved one depart during a time of crisis. But as is so typically characteristic of all Reservists, including family members, you unselfishly responded, and your performance and support were magnificent.

To all of you, I would like to express my great appreciation for your unselfish sacrifice, steadfast support and patriotic commitment. Once again, you have earned the title "Twice the Citizen."

Stephen M. Duncan
Assistant Secretary of Defense, Reserve Affairs

in Panama operation

approximately 25 Reservists to form a joint staff Civil Military Operations Task Force (CMOTF) on Friday, December 22. In response to that, they began examining records for candidates, calling to see if they were available, notifying those who were selected and processing requests for active duty orders.

On December 23, USARSOC sent the requests for orders to ARPERCEN. The Ft. Bragg Scheduled Airline Ticket Office arranged travel, and final arrangements were made at the units for the Reservists to leave.

Early the next day the first group of Reservists left for Ft. Bragg, where they would prepare for deployment. Once at Ft. Bragg they began processing for deployment. That same day units received a new tasking for more civil affairs assistance and the unit's search began again.

Christmas Day saw unit members continuing to look for candidates and compiling a new list while the Reservists at Ft. Bragg prepared for deployment.

The two days the Reservists spent at Ft. Bragg were busy. During that time they received shots, completed processing for overseas replacement and overseas movement (POR and POM), had briefings, were issued weapons, field gear and protective masks, took care of legal matters and packed their gear. Then, at 3:30 a.m. on December 26, they were awakened to go to Pope Air Force Base for their flight to Panama.

Back at home station, units proceeded with calling, notifying and preparing members to fill the requirements of the second list.

New requirements surface

December 27 saw a number of new requirements from SOUTHCOM. ARPERCEN received a message asking for officer and enlisted IMAs to fill a total of 54 staff positions with the U.S. Commander-in-Chief South (USCINCSO). ARPERCEN identified 34 officers and 20 enlisted soldiers to fill the requirement. Of these, 20 were in Panama either as civilians or already on active duty. The remainder deployed from CONUS a few days later.

That same day, USARSOC also made its first equipment request for radios, antennae and radio mounts, with a suspense of December 29. About the same time the CMOTF logistics officer called the 352nd Civil Affairs Command, Riverdale, Md., for expendable supplies.

Full-Time Support and reserve members of the 352nd spent the next two days locating, packing and preparing for shipping the radio equipment and supplies to fill the USARSOC and CMOTF requests. In some cases that meant removing mounts from vehicles, as well as arranging transportation for mounts and radios from storage and maintenance sites and preparing the equipment for shipping.

The 352nd also received requests for an historian and a fire administrator/medic, which it filled from within the unit. The command also filled slots for two previously selected personnel who had to drop out for personal or business reasons.

December 29 saw the arrival at Ft. Bragg of the 122 Reservists who were filling the second requirement, along with the equip-

continued on next page

Reporter Dons Army Green for *Just Cause*

by SSgt. Angela Linsey

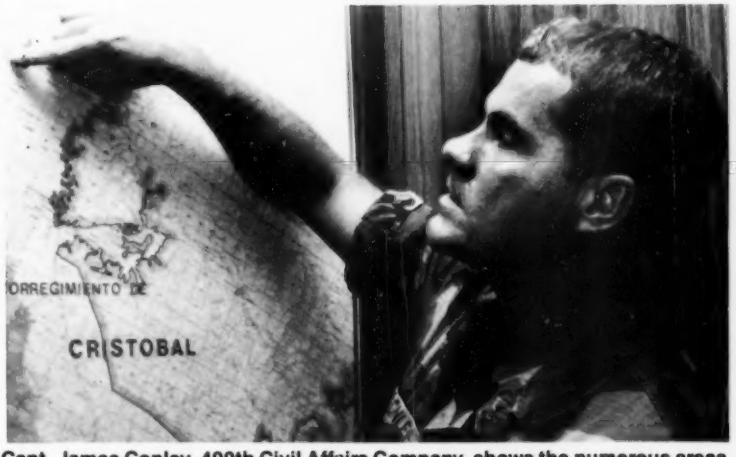
Fort Amador, Panama — A call for civil affairs assistance brought Capt. James Conley to Panama. Compassion made his work a success.

Conley, a U.S. Army Reserve officer with the 490th Civil Affairs Company in Abilene, Texas, was brought here to assist with the economic and political revitalization of Panama. Nearly 130 soldiers were selected from a pool of 800 volunteers to be a part of the civil affairs task force. Conley, a liaison officer, worked closely with U.S. Army Special Forces units to assess the needs of the people in villages throughout Panama. "I saw so much pain and sadness," Conley said. "On one trip, we were brought a 24-day old baby who was dying of an intestinal obstruction. We had to talk a helicopter in through bad weather to get the baby to a doctor."

Six weeks later, Conley learned the baby was fine.

One of the biggest problems faced in many Panamanian villages, he said, is the lack

see "Reporter" on page 19



Capt. James Conley, 490th Civil Affairs Company, shows the numerous areas he travelled in Panama during humanitarian and nation-building efforts following the December mission to remove strongman Manuel Noriega.

(Photo by PFC Robin Morr)

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ment that USARSOC had requested. Just as the group before, they spent about two days getting ready to leave, arriving in Panama on January 1.

The 'prime directive'

The basic premise under which the CINCSO civil affairs staff worked was to return control of the government and its services to the Panamanians as soon as possible. The process they used to accomplish this consisted of four steps:

- coordinate with the host nation authorities and the American Embassy
- identify problem areas in essential services
- task the assessment teams to contact local officials, assess problems and recommend solutions
- recommend to the USCINCSO a package of CINC resources to solve the problems

Activities during the first two weeks were typical of the kinds of things civil affairs specialists in this kind of a situation might expect to be involved in.

One of the most immediate problems was taking care of several thousand displaced persons. A displaced civilians camp was set up at Balboa High School, where civilians could get food, medical care and be reunited with relatives. The operation of the camp was very quickly turned over to the control of the Panamanian government.

Handling displaced persons is one area in which a number of civil affairs Reservists had previous active duty experience. The fighting and damage to the area destroyed some homes, separated families and caused shortages of food, medical services and clothing for several thousands of Panamanians. The resulting situation was similar to that faced by U.S. authorities during the Mariel boatlift in 1980 and the Vietnamese refugee operations in 1975. Civil affairs Reservists served on active duty then as part of the government task forces established to feed, house and resettle thousands of Cubans and Vietnamese.

Reservists fill the bill

A number of Army Reservists were involved in various aspects of setting up and running the displaced civilians camp. One of them was Maj. Rick Pruett, of the 431st CA Company. As a civilian he is an attorney with the Arkansas Department of Finance and Administration. His understanding of legal systems gave him many insights into helping people solve personal legal problems and working with legal agencies.

Two staff sergeants with the 489th Civil Affairs Group also found their niches. SSgt. Dennis Easterday works for the Knoxville Utility Board hooking up electric and water services and SSgt. Elmer Lane, who is and electrical examiner and inspector both put their expertise to work helping construct emergency shelters in an airplane hangar for the displaced civilians.

Fluency in Spanish made the job easier for Maj. Ramon Gonzalez, of the 353rd CA Command, and SSgt. Tony Alicea, of the 321st CA Group. Both of them worked with the displaced civilians, as well.

Gonzales is another who had worked earlier at Ft. Indiantown Gap with the Cubans. A difference, he says, in this operation is that all the displaced civilians came from the same area, the Chorillo District, and the knew each other. They even had an elected district leader who was not able to assume his position under the Noriega regime. Gonzalez' language skills and his previous experience made him a valuable asset while helping to manage the community.

During 1989, this Panamanian Defense Force Huey, with an active door gunner aboard, buzzed student demonstrators in Panama City. The photo was taken from a 16th story apartment window without the benefit of telephoto lens.

(Photo by Capt. Michael Youngblood)

Similarly, Alicea could put his language and construction skills to work together building and operating the temporary housing area.

SOUTHCOM's requirement for Reservists was very specific in identifying certain military occupation specialties and skills. In many cases, the skills that SOUTHCOM needed were based more on the Reservists' civilian expertise than on their MOS or unit position.

Unique specialties sought

The December 26 message identified a number of skills, some of which were military, but most of which were more oriented towards civilian experience.

For example, in the field of public health SOUTHCOM asked for hospital and public health administrators, medical supply supply specialists, sanitary engineers and doctors and nurses.

SOUTHCOM also needed engineers and technicians who had experience working with electrical, water, solid waste, sewage systems and gas distribution.

One Reservist who had a particular appreciation for the problems of trash pick-up was Lt. Col. James Carr, of the 354th CA Brigade, Riverdale, Md. As a civilian he is the dean of the U.S. Environmental Protection Agency training school, but in Panama he worked with the Panamanian equivalent of the White House chief of staff.

"It's quite a switch from worrying about the U.S.'s environmental problems to helping re-start garbage pick-up in Panama City," said Carr, "but garbage pick-up is important so people realize that the government is getting back to normal."

Carr was selected for this assignment not just for his civilian experience, but also because he speaks Spanish and because of his hispanic background. In addition, he was one of several Army Reservists in Panama who had worked with refugee situations before. In 1975 he was an area coordinator for 5,000 Vietnamese refugees at Ft. Indiantown Gap, Pa., and in 1980 he worked there again with Cubans from the Mariel boatlift.

Safety experts respond

In the area of public safety they needed Reservists who had worked in the judicial, law enforcement emergency services, prison administration, drug enforcement and customs fields.

Several Reservists among the first groups were able to help in that area. Maj. Martin Nowak, of the 308th CA Group based in Illinois, is a deputy chief in a sheriff's office and

continued on next page

Employer makes life easier for **Just Cause** *Reservist*

SSgt. Dennis Easterday, 489th Civil Affairs Company, Knoxville, Tenn., helps a Panamanian move cots into the displaced civilians community.

(Photo by Maj. James Carley)

by 1st Lt. Kennedy Shelly

Panama City, Panama — His boss told him to "make us proud." That was all his boss had told him before he left for Panama.

Knoxville resident SSgt. Dennis Easterday assisted U.S. military forces return democracy to this Central American country following the U.S. military intervention that began here in December. Easterday is assigned to the 489th Civil Affairs Company from Knoxville.

Before the fighting was through, nearly 4,000 displaced Panamanians took refuge at a U.S. military dependent high school after their homes were destroyed. It was decided to create a new temporary community for them until housing could be rebuilt. Easterday was contacted on December 27 and asked to help with the rebuilding effort. He took the assignment and arrived in Panama on New Year's Day.

Because of the quick mobilization, Easterday was concerned how this move would affect his employer, the Knoxville Utility Board where he hooks up electric and water services.

"I didn't have much warning about this assignment. My boss has been in the military so he let me off to come here. When I asked him, he just told me to 'stay low and make us proud,' " Easterday said.

Easterday's civilian work experience has been critical to the successful completion of the mission. The site selected for the temporary housing area was a hangar that had been used by Manuel Noriega's armed forces. "I'm getting to do what I do at at my civilian job and it gives me a chance to help these folks out," he said.

Soldiers from active and reserve component forces, Air Force personnel and volunteers from the Panamanian Ministry of Housing and Public Works, worked together to build the temporary community.

"Termites had eaten through most of the electrical insulation and much of the plumbing was dilapidated. We really had a heck of a time getting it ready in less than two weeks," Easterday said.

The displaced civilians began moving into their new shelters January 12. "The work has been tough, but it's nice to be able to help out," he said.

(1st Lt. Shelly is asigned to the 366th Public Affairs Detachment, Des Moines, Iowa.)

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was part of a liaison group that advised and helped the Panamanians reestablish their judicial and penal systems. They did site surveys and advised on what was needed to upgrade the facilities to bring the jails up to acceptable standards, how to bring prisoners in and on personal security.

Maj. Larry Kaden, of Florida's 361st CA Brigade, is an assistant state's attorney and worked as a liaison officer to set up police stations and the prosecutorial elements of the new government. "The [Panamanian] laws are clear," Kaden said, "but they have not been followed under the Panamanian Defense Forces. Because many court records were also destroyed or sacked after the intervention, it will take some time to reestablish a system."

One of the ironies of the operation is that there is a Noriega helping put the judicial system back together. He is Capt. Carlos Noriega, of the 478th CA Company headquartered in Miami, and he is not related to the former dictator. Noriega is a deputy United States marshal for the southern district of Florida, and he is advising the Panamanians on the handling, securing, transporting and interrogation of prisoners.

Cross-section of government

Reservists who had a knowledge of 1960-1970 public telephone systems and management and maintenance or radio and television broadcast systems also found themselves in demand.

In the transportation area SOUTHCOM asked for engineers, managers and construction personnel to work with public transportation systems, highways, bridges, ports, airfields and pipeline systems.

In the field of public administration, Reservists with city and county manager and local, state and federal legislative systems knowledge were needed.

In addition, other requirements from SOUTHCOM have included a veterinarian, an international lawyer, an agronomist, a Spanish-speaking lawyer and a construction engineer. Members of the 352nd also supported the Army Operations Center during the operation.

In all, 146 Reservists deployed within 10 days of the first message from SOUTHCOM, representing civil affairs units from across the country. Among the units whose members were in those first groups were the 308th CA Group, Homewood, Ill., the 321st CA Group, San Antonio, Tex., the 360th CA Brigade, Columbia, S.C., the 361st CA Brigade, Pensacola, Fla., the 351st CA Command, Mountain View, Calif., the 352nd CA Command, Riverdale, Md., and the 353nd CA Command, Bronx, N.Y.

Police training brings Reservists to Panama

by PFC Robin L. Morr

Fort Amador, Panama — Few people have been any closer to the restoration of democratic institutions in Panama than two American police officers, Marsh C. Blackmore, of Lubbock, Texas and Steve E. Amron, of Philadelphia, Pa.

Blackmore, a sergeant first class with a U.S. Army Reserve Special Forces unit at Lubbock, served two tours with the Civil Affairs Task Force here, the first evaluating the newly-formed Panamanian National Police (PNP). Amron, a first lieutenant with the 416th Civil Affairs Company at Norristown, Pa. had been dispatched to the country to serve as an advisor to the PNP.

Army Reservist 1st Lt. Steve Amron discusses police procedures with a Panamanian National Police major. (Photo by PFC Robin Morr)

The PNP replaced a police organization which had operated within the Panamanian Defense Force and which had helped exercise tight military and civilian control of the country through its commander.

Blackmore, a former Belize resident, is helping the Panamanian government to re-establish a civilian police force and reduce crime that mushroomed in the wake of military ruler Manuel Norriega's ouster. A Spanish-speaking police officer, he first came to Panama in January for a month-long tour to evaluate the newly created Panamanian National Police (PNP).

Returning for a second tour of duty two months later, Blackmore already can see changes for the better.

Positive changes

"The new police force appears to be better trained with a good grasp of what's going on," he said. "They take more pride in themselves, they're getting paid now, and the morale is much better."

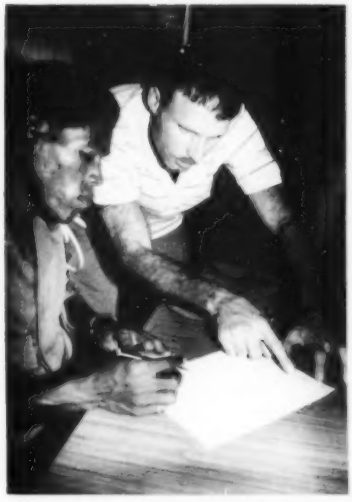
Members of the old PDF assigned to law enforcement wanted to do real civilian police work but most did not have the proper training or the tools to do the job, according to Blackmore.

He and other Army Reserve soldiers with civilian police backgrounds are helping the Panamanians build a more professional police force. Emphasis has been placed on proper search and seizure techniques and on more humane treatment of suspected lawbreakers and prisoners.

Blackmore was assigned to a precinct in Panama City and worked daily with Panama-

see "Police" on page 18

SFC Marsh Blackmore, an Army Reservist and Lubbock, Texas, police officer, advises Panamanian National Police officers on proper procedures to use during the current nation-building efforts being carried on in that country. (Photo by PFC Robin Morr)



Other units represented included the 354th CA Brigade, Riverdale, Md., the 431st CA Company, N. Little Rock, Ark., the 416th CA Company, Norristown, Pa., the 478th CA Company, Miami, Fla., the 426th CA Company, Upton, Calif., the 489th CA Company, Knoxville, Tenn., the 490th CA Battalion, Abilene, Texas, the 413th CA Company, Lubbock, Texas, and the 411th CA Company, Danbury, Conn. Also, the 364th CA Brigade, Portland, Ore., the 445th CA Company, Oakland Calif. and the 15th and 24th Psyops Companies of Ft. Thomas, Ky. and Aurora, Colo. Finally, the 402nd CA Company of Tonawanda, N.Y.

SOUTHCOM's request to ARPERCEN for IMAs covered a wide range of staff and support personnel, including engineers, personnel and administrative managers, intelligence, operations, psychological operations, logistics, communications and other specialists. As of the middle of January, a total of 60 non-civil affairs IMAs, three civil affairs IMAs and 11 civil affairs IRRs had deployed.

One of the tools that made ARPERCEN's task easier was the Total Army Personnel Data Base-Reserve (TAPDB-Reserve). It is a state-of-the-art relational database with information on the entire Army Reserve. Using it ARPERCEN performed several specific searches, such as for sanitation engineers, for Reservists already on active duty who could be easily moved to Panama and for enlisted Reservists with MOSs in the railroad transportation field.

Once they were on the ground the Reservists were organized into a headquarters and three task forces. The headquarters was located in Panama City, and the three task forces were assigned geographically to Panama City, Colon and David. All three of the task forces had health, safety, refugee/humanitarian assistance, public works and utilities and transportation/communication teams. In addition, the Panama City task force had a finance team.

Maj. Fernand Verrier, of the 352nd Civil Affairs Command, headed up a three-man Civil Affairs Liaison Team to the Panamanian Ministries of the Treasury, Finance and Planning and Commerce. In his civilian life he is a comptroller for the Headquarters, Troop Support Agency, Northeast Commissary Region, and he is the adjutant general of the 352nd.

Other members of the team were Maj. George R. Thomas, 304th CA Group, and Maj. Arthur J. Hass, 416th CA Company.

Most of the new Panamian government officials had only been on the job for one or two weeks, according to Verrier. "They're very enthused about their government. They want to do the job themselves."

The new ministers are doctors, lawyers,

continued on next page

Civil Affairs soldiers train Public Force

Maj. Frank Gorgei gives instructions for the next day's classes to SSgt. Thomas Gonzalez. Gonzalez then translated the instructions to Maj. Dominguez Cesar of the Panamanian Public Forces. (Photo by Cadet Laura Henderson)

by Cadet Laura Henderson

Panama City, Panama — U.S. Army Reserve Civil Affairs specialists are training the new Panamanian Public Force.

Most of the reserve soldiers are serving about 30 days in Panama and the Army is relying heavily on their efforts while restoring Panamanian democracy.

The former Panamanian Defense Forces, under Manuel Noriega, conducted business more like an army than a law enforcement agency. They were dissolved shortly after the United States' intervention and the new forces were formed.

At Carcel-Modelo, a maximum security prison in Panama City, civil affairs specialists are helping members of the PPF who are working in the prison. "We advise on what is needed to upgrade the facilities," said Maj. Martin Nowak of the 308th Civil Affairs Group in Homewood, Ill.

Nowak is a deputy chief with the Will County Sheriff's Office, Joliet, Ill. As part of his civilian job he is helping to open a prison in Illinois and is very familiar with prison operations.

Problems same as home

His team of civil affairs specialists makes recommendations on personal security, prisoner movement, and prison operations. "Problems are universal," said Nowak. "Panama has the same crime problems as back home, and the same things correct the problem. The folks here are just as dedicated to solving their problems as the folks in the states."

Nowak said he is picking up skills here that will benefit him in his civilian job. "I'm learning how to do a lot of things and make a lot of changes with very little in the way of resources. These folks are performing miracles with what they have to work with," he said. "The character of the Panamanian people is very strong. They are working very hard to rebuild their country."

Capt. Carlos Noriega, of the 478th Civil Affairs Company, Miami, Fla., is also helping out at Carcel-Modello. Noriega is Deputy United States Marshal in Miami, Fla. He is no relation to the former dictator Manuel Noriega but says people joke about his name anyway.

Rare opportunity

Noriega advises the Panamanians on the handling, securing, transporting and interrogation of prisoners. He enjoys putting together a corrections facility from scratch. "It is a unique experience that not many people have the chance to do," he said.

The new Panamanian Public Force receives hands-on weapon training and classes

see "Public Forces" on page 16

accountants and other professionals from the private sector who have volunteered their time to form the new government, according to Verrier.

"We had a meeting two weeks ago with all the major oil companies who work out of Panama to provide credit to the Panamanian government for fuel and petroleum. The new government ran out of the fuel they needed to keep the public vehicles moving.

"Another thing we have been able to do is to build up the confidence of the Panamanian people in their government," said Verrier. His team has also helped reestablish some of the government's income generating activities.

Public safety was another immediate concern. Civil affairs specialists assisted in reestablishing and reorganizing the police force, coordinating joint patrols between military police and Panamanian police force members.

Distribution becomes key

Humanitarian assistance consisted largely of distributing food and medical supplies in Panama City and Colon. The food and medical supplies came from international and United States donors and was distributed through 19 points in Panama City and two in Colon. Local Kiwanis, Rotary and Lion Clubs played a large role in handling the distribution, and control of the points was turned over to the Panamanians on January 3.

Full-service banking resumed on January 2 after coordination with the Finance Ministry.

Members of the CMOTF undertook a number of civic actions, including assisting with penal system operations, coordinating Corps of Engineer and Ministry of Public Works plans to rehabilitate the Chorillo housing area, preparing a memorandum for the return of confiscated non-lethal equipment to the government of Panama, rebuilding the mosquito control organization and staff, reestablishing garbage and trash service in Panama City and reestablishing civil services.

They also set up 10 ministry support teams, four ministry planning teams and conducted assessments of prison sanitation and medical facilities, transportation at Torrijos Airport and electrical needs of the Chorillo neighborhood.

Capt. Carlos A. Noriega, no relation to Manuel Noriega, 478th Civil Affairs Co., Miami, jokes in Spanish with prison nurses at La Carcel Modelo, a confinement facility in Panama City. (Photo by Spec. Donald J. McGill)

Indicators of success as a result of joint U.S. military and Panamanian efforts were quick in coming. Businesses (outside the central district) began opening, firefighting and ambulance units were operating, ministry staffs came back to work, telecommunications quickly returned to near-normal levels, garbage pick-up and street cleaning resumed, bus and taxi services were back in operation, hospitals began functioning and public communication was fully functional.

Maj. Gonzalez summed up the job the Reservists were doing and the reaction of the Panamanian to the help. "They're friendly to all of us and they really appreciate everything. I feel good about what I'm doing here, and it gives me a lot of pride in being an American. But that's what civil affairs about."

(Lt. Col. Welton is the Public Affairs Officer for the 352nd Civil Affairs Command. In his civilian role, he acts as the Command Information Officer for the Public Affairs Office, Chief, Army Reserve.)

Public Forces

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on the constitutional aspect of law, public relations for the police department, police ethics and first aid. SSgt. Thomas Gonzalez, a supervisor at Great Western Meat Packing Co, in Morton, Texas and a member of the 413th Civil Affairs Company, Lubbock, Texas, is a civil affairs interpreter. His job is to translate during the hands-on and classroom training.

The Panamanian people really accept the American troops, according to Gonzalez. "They really like the code of ethics that we are teaching the PPF," he said. "They don't want to see the use of extreme force that they saw from the Panamanian Defense Forces."

The ultimate goal is to take a former military oriented organization and make it a law enforcement organization, according to Maj. Frank Gorgei, of the 426th Civil Affairs Company, Upton, Calif. Gorgei is a liaison officer and assists in planning classes. In civilian life, he is a member of the county sheriff's department in San Bernadino, Calif.

"The Panamanians want to get back to running their country," he added. "And, we want to help them."

(Cadet Henderson is a journalist assigned to the 366th Public Affairs Detachment, Des Moines, Iowa.)

Reservists help displaced Panamanians start over

by Cadet Laura Henderson

Panama City, Panama — The bleachers near the ball field at Balboa High School here were full of people, but they weren't spectators and there wasn't a game to watch.

Approximately 1,500 displaced Panamanian civilians were milling around the school grounds Dec. 20, the first day of *Operation Just Cause*, the U.S. intervention in Panama. Most of these civilians were from Chorrillo, a district in Panama City which was badly damaged during the military operation. Their homes were destroyed and they were looking for a safe place to stay.

The United States officially set up the Displaced Civilian Community Dec. 21, at the school used by U.S. military dependents. It was established to accommodate these civilians until the Chorrillo area can be rebuilt. The community relocated to a former Panamanian Defense Forces aircraft hangar at Albrook Air Force Station Jan. 12 and 13.

"Renovations are being made there in order to better accommodate everyone," said Army Reserve Maj. Rick Pruett. "We also have to get the military dependents back in school. They've had a very long Christmas break."

Vital USAR role

Pruett is a civil affairs reserve soldier from Arkansas. His civilian job is as an attorney with the Arkansas Department of Finance and Administration in North Little Rock.

He is one of the many reserve soldiers in civil affairs units throughout the United States that volunteered to help in the efforts to restore Panamanian democracy. The role of the Army Reserve in these efforts has been vital because nearly 98-percent of the Army's civil affairs expertise exists in the Army Reserve.

"The idea is to have a graceful transition from a military involvement to a purely Panamanian environment once the government is established," he said.

Once the community had been set up the civilians began receiving aid. "We have everything here. There's an infirmary, pharmacy, kitchens, washing facilities. You name it," said Pruett.

They also receive items such as soap, toothpaste, coffee, and rice. Some of these items were confiscated from the warehouses of the former Panamanian Defense Forces, according to Capt. Howard Adams, another Army Reserve civil affairs soldier. Adams' civilian job is as a hospital maintenance mechanic at Eglin Air Force Base near Ft. Walton Beach, Fla.

Amarillo, Texas, Capt. Ray Gonzales talks with Jose Rodrigues and family about the conditions at a temporary displaced civilians' shelter, the Gimnasio Teofilo Panama al Brown in Colon. Gonzales was part of the humanitarian assistance civil affairs team serving after Operation Just Cause

(Photo by SSgt. Ken Sweeney)

Capitalism alive and well

The residents have all of their basic needs met. They are fed two hot meals and receive one Meal Ready-to-Eat each day. Medical care and clothing are provided. They are allowed to move freely in and out of the community.

Capitalism is alive and well inside the fences of the community. "They can do whatever they want as long as it's legal. Some of them are really ingenious. We have a hot dog stand, an ice cream stand, a cigarette vendor and banana salesmen. I think it really gives them a feeling of normalcy to be doing this," said Pruett.

The number of civilians in the community was as high as 11,000 during the first few days of *Just Cause*. It contains approximately 2,500 now.

Pruett said that managing a community this size is a big job. "At times I feel like I have 2,500 dependents. But, it's worth it."

(Cadet Henderson is a journalist and SMP member assigned to the 366th Public Affairs Detachment, Des Moines, Iowa.)

Public Affairs Detachment "lucks into" the real thing

by Cadet Laura Henderson

Quarry Heights, Panama — When members of the 366th Public Affairs Detachment, or PAD, found out last June they would be going to Panama for their two-week annual training the next winter, they never dreamed they'd be putting their skills to use during a critical international event. They were sure it would be training, but it turned into two weeks of timely and intensive news coverage.

The 366th consists of print and broadcast journalists and is a part of the 103rd Corps Support Command, headquartered in Des Moines, Iowa. Thirteen of the the 17-member detachment arrived in Panama on January 8. Former Dictator Manuel Noriega had already turned himself over to American officials but *Operation Just Cause* was still going on.

Active duty and reserve component soldiers were working long and hard to rebuild the Panamanian government and active duty soldiers had plenty of support from active duty public affairs soldiers. The reserve soldiers, however, had no exclusive coverage. No one to let their friends, family and civilian employers back home know what they were doing and why.

Getting the word out

According to the PAD's commander, Maj. James Carley, his mission was to provide media support and coverage of the reserve components involved in the operation.

"It was important that we tell the civilian

see "PAD" on page 18

Police

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nian police in a "plain clothes" advisory capacity. He routinely accompanied them on their beats.

"Police officers working under the old PDF were more paramilitary than civilian because of the command structure," he said. "Before, they were more feared than respected. Now, police officers are learning to be helpmates and protectors." Blackmore has a special attachment to Central America's people. U.S. born, Blackmore was reared by missionary parents in British Honduras, now Belize. He joined the British Honduran Volunteer Guard at age 15, was trained by the British Army and served three years in a British parachute regiment.

Unable to retain U.S. citizenship unless he took up residence by age 21, Blackmore moved and, without putting down roots, joined the U.S. Army as an infantry soldier. Blackmore has since completed airborne and ranger training, jumpmaster school and two different courses in jungle operations.

After a four-year stint on active duty, Blackmore decided to become a police officer and moved to Lubbock, Texas. Sixteen years of combined active duty and reserve training earned him a place in the Lubbock-based Special Forces unit.

Going to Panama was right up Blackmore's alley. "I love all the Central American countries," said Blackmore, who has traveled extensively in the region and appears quite comfortable with the people and customs.

Adventure seems to always be around the next corner. "I just don't want to live to live." said Blackmore. "I enjoy a little excitement in my life."

Daily working contact

According to Amron, who is a detective and 14-year veteran of the Temple University Police Department, "They need us to help fine tune their skills." Working 14 to 16 hours a day with the Panamanians, he observed that they "are still used to the old military style and they need basic street survival skills."

Amron, too, was assigned to a precinct within Panama City and worked daily with the Panamanian police, accompanying them on their beats.

"I'm not concerned about changing the Panamanian's whole environment, " Amron said. "They want to be police, their morale is up and they take pride in wearing the new uniforms they have been issued."

After attaining a bachelor's degree in criminal justice from Temple, Amron enlisted in the U.S. Army in 1983 and was stationed at Ft. McClellan, Ala., as a military policeman. He was commissioned in 1986 and joined the 416th.

"At first I was a little uneasy about working in Panama, but now I feel safer than being home at work." he asserted.

"I don't think the Panamanians could do it without us. We've been monitoring their training and, for the conditions they are learning under, they're doing really well."

(PFC Morr is a journalist assigned to the 126th Public Affairs Detachment, Michigan Army National Guard.)

PAD

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population [at home] about the role of the Army Reserve in the rebuilding of a nation. Many people don't realize that the reserve components are involved in *Operation Just Cause*," Carley added.

The PAD produced radio, video and print releases that were sent throughout the United States. Most were hometown news release stories about individual Reservists, but more general stories were also produced.

SFC John Talbott is supervisor of the broadcast section. "Right now the Panamanian government is being rebuilt. It is a unique opportunity to witness the birth of a new republic," he said.

"We produced audio and television spots. Many of the stories we produced dealt with reserve civil affairs people. They are involved in practically every aspect if putting the government back together again."

The real thing

The training wasn't training. It was real and it was important according to Cadet Carol Olson. "I think that the American soldiers in Panama need to know that the American people are behind them. It boosts their spirit. In order for the people to be behind [the soldiers] they have to know what's happening [in Panama]. That was our job," she said. "It seemed that everybody down there really felt good about what they were doing and that made our job easier.

SFC John Talbott, along with Cadets Carol Olson and Laura Henderson of the 366th Public Affairs Detachment interview SSgt. John Beardslee of the Missouri Army National Guard. Beardslee's military police unit was on AT in Panama at the same as the PAD. (Photo by SSgt. Brian Kappmeyer)

Detachment NCOIC MSgt. James Mather, and Cadet Robert Inouye had a different job while in Panama.

"I worked at the media center at the Marriott Hotel in Panama City. I tried to answer questions and fill requests from the civilian media," said Inouye. "I worked with an active duty captain who had been working night and day before I got there. I helped him out and basically gave him a break."

The questions and requests that Inouye could not respond to were channelled to a media center at SOUTHCOM headquarters at Quarry Heights, where Mather was working with other SOUTHCOM officials and could respond to the more complicated questions and requests.

The detachment produced materials for nearly 165 civilian and military news markets before returning to Iowa.

ARPERCEN people and systems helped Army in Panama

Crisis Action Team pulls together

by Lt. Col. Art House

St. Louis, Mo. — The Army Reserve Personnel Center (ARPERCEN) supported Army operations in Panama, beginning just hours after *Operation Just Cause* got under way in late December. The operation toppled the regime of Gen. Manuel Noriega, replacing it with a government that had been popularly elected in 1989, but never allowed to assume power.

ARPERCEN was given a number of tasks almost as soon as *Just Cause* kicked off. A crisis action team of key leaders and staff members was organized to handle the work.

Searching for special skills

The command's first challenge was to identify Reserve soldiers with special skills who were available for active duty. Personnel Management officers and NCOs began sounding out soldiers with Civil Affairs experience who could speak Spanish. Later, they canvassed soldiers with other skills that the Army leadership deemed critical to restoring order and essential public services in Panama. In all, more than 375 Reserve soldiers with the needed skills volunteered for duty in response to the canvas.

Next, ARPERCEN was asked to help put some members of Reserve units on active duty to go to Panama. Members of the crisis action team helped the Total Army Personnel Command's (PERSCOM) St. Louis-based Appointments Directorate to see that the necessary orders were prepared. The work went on throughout the Christmas-New Year holiday period.

In all, more than 200 reserve soldiers were ordered to Panama; many are still serving there.

Widening the search

Not only did ARPERCEN people shine in the light of the Panamana operation, so did ARPERCEN systems. Thanks to the *Total Army Personnel Data Base-Reserve*, or TAPDB-R, "personnel managers had critical information literally at their fingertips," according to Tom Stefek, Chief of ARPERCEN's Data Base Admin Branch. Stefek says that TAPDB-R is ARPERCEN's rapidly evolving corporate data base. When fully phased in, TAPDB-R will help the command reduce from 66 to 24 the number of personnel management data systems it uses.

In response to *Just Cause*, TAPDB-R was pressed into service by ARPERCEN's Officer Personnel Management Directorate. The mission: quickly identify Reservists who were already on active duty — so that they could be ordered to Panama if needed. The directorate was also asked to find Reserve officers with sanitation engineering experience.

Using a process called DATAQUERY to tap the TAPDB-R information, Maj. Timothy McLaughlin and MSgt. Allen Livengood got the required listings within minutes. The previous method, running "finders" through an older database, would have taken — at best — overnight. "Instead," said McLaughlin, "TAPDB-R allowed us to get the information in near real time."

Next, ARPERCEN was asked to identify enlisted personnel experienced in a variety of railroad-related skills. Data base managers Maj. Dave Buck and Tom Stefek teamed up to tap the data base for a quick listing of the soldiers.

Support to Army operations in Panama proved a feather in ARPERCEN's cap. Maj. Gen. William Ward, the Chief, Army Reserve, said in a letter to all ARPERCEN personnel: "[Support to the Army in Panama] is a proud new chapter in the long heritage of ARPERCEN and its predecessor commands."

(Lt. Col. House is the Public Affairs Officer for HQ, ARPERCEN, St. Louis, Mo.)

Reporter

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of medical care and supplies. "People here, in most cases, either get better on their own, get infections or die," Conley said. "They can't take medical care for granted. They just go without."

To ensure the task force efforts were working, Conley began to track the medical supplies to find out if they were getting where they were needed. After 30 days, he found that more medicine and supplies were reaching the outlying clinics. "Before, many areas were simply ignored by the previous government," he said. "We found one village that had been without electrical power for seven years and the people had not seen a doctor in three years."

Conley emphasized that the mission of the Civil Affairs Task Force was not to tell the Panamanian people what to do. "We aren't conquerors telling them how to run their country," he said. "But we're here to educate and provide training and advice." Throughout Conley's three-month stay, he said, the Panamanians' gratitude surprised him. "People would come up and shake our hands, sometimes with tears in their eyes," he said. "This was real people saying thank you."

But without the help of Spanish-speaking soldiers, Conley said, the civil affairs work could not be done.

"Ideally we all needed to speak Spanish for this mission," he said. "but with help, particularily from the non-commissioned officers, we were able to bridge the gap of language and culture."

This was not Conley's first trip to Central America. In 1979, while working for the *Abilene Reporter News*, he covered the fall of Nicaragua when President Somoza was pressured to leave the country. Conley said he was in Nicaragua to cover the activities of Abilene oilman Jack Cox, who was once a candidate for governor of Texas.

Conley said Cox was a friend of Somoza and was to meet with him as a last-ditch effort to generate U.S. support for the dictator. But Somoza fled and Conley was trapped in the U.S. Embassy, with bullets coming through the walls, during the Sandanista takeover. A Mexican Air Force plane evacuated Conley's group. "When I listen to the tapes from that trip, I can hear the fear in my voice. Looking back I can smile, but at the time, it was crazy." Through this event, Conley had yet another brush with fame when the movie, "Last Plane

see "Reporter" on page 28

CAR outlines SOUTHCOM training opportunities for many USAR units

Washington, D.C. — During his recent visit to Latin America, Maj. Gen. William F. Ward, Chief of Army Reserve, had the opportunity to witness first-hand the outstanding job Army Reserve soldiers are doing and have done in Southern Command (SOUTHCOM) and Latin America.

He received briefings on both *Operation Just Cause* and *Operation Promote Liberty*, a follow-on, nation building operation being conducted in post-Noriega Panama. He also received briefings on future USAR training opportunities there and was, in his words, "fortunate enough to visit the *Fuertes Caminos 1990 North* exercise site in Honduras."

He has touched on each of these topics with USAR commanders and has asked them to get back to him with their insights on various ways OCAR can continue to support Army Reserve training in the region.

Operation Just Cause allowed reserve component forces to demonstrate their readiness to deploy for the purpose of providing support during an insurgency, invasion, or low intensity conflict.

"Although the 200,000 soldier call up was not ordered by President Bush," the CAR noted, "our volunteer support was more than adequate to accomplish our mission.

"More than 2,000 soldiers volunteered when the Army Reserve was asked to support this operation, and nearly 200 were called to duty shortly after the conflict began. The USAR supported the conflict with units, IRRs, IMAs and individuals — and we are still supporting the missions in SOUTHCOM," he asserted.

Increased opportunities

Ward notes that the aftermath of *Just Cause* presents the potential for increased RC training opportunities in Panama to augment active Army forces and to rebuild the infrastructure there.

A key combat multiplier repeatedly used to gain the support of the population in defeating corruption is civic action. The reserve components have participated in successful, though limited, military civic action operations in Latin America for some time. Working closely with local governments and military forces in a variety of exercises, especially medical readiness and training exercises, or MEDRETES.

For example, as SOUTHCOM continues supporting *Promote Liberty*, an additional 170 soldiers have reported during this phase of operations.

"I plan to discuss with FORSCOM the potential for soliciting further USAR support for this operation and to assess future training opportunities there," the general pointed out.

Specifically, he noted, training support has been requested in the following areas:

- Civil Affairs/PSYOPs
- Public Affairs
- Military Police (Reservists with civilian police skills)
- Medical/Dental augmentation
- Medical Readiness and Training Exercises (MEDRETES)
- Postal
- Engineers (vertical/horizontal construction)
- Overall transportation system evaluation (e.g. road, rail, sea)
- Spanish speaking individuals in almost every specialty and MOS.

"Up until now," Ward noted "very little in the way of CAPSTONE-oriented relationships had existed in SOUTHCOM. However, in recent years, Latin America increasingly has become a key theater where Army Reserve soldiers receive valuable training while simultaneously completing real-world missions."

One example he cited is the road building project in Honduras, which in fiscal year 1990, will involve as many as 3,000 Army Reserve, National Guard and active component soldiers. "Real world" training is also being pursued by the USAR in the form of the MEDRETES, the first of which is scheduled to be held in Bolivia in September.

Many options possible

Other areas to be pursued, according to the CAR, include Deployment for Training (DFT), Subject Matter Expert Exchanges (SMEE's), tropical medical research, sponsored visits of health professionals to CONUS and provision of excess medical equipment from certain stateside Medical Department Activities.

Ward added that "Despite this volume of USAR participation, budgetary constraints and limited availability of expendable resources have limited our involvement to date to a 'hit or miss', reactionary mode.

"However, the USAR in coordination with FORSCOM, has taken steps to formalize the development of long-range plans to identify training opportunities in SOUTHCOM and initiate support from the appropriate USAR units to satisfy the requirements needed to accomplish our mission," he confirmed.

"Latin America will become the central focus of the Army Reserve's attention even more so as we begin to reduce our troop strength in Europe and initiate force structure reductions," Ward predicts.

"These changing CAPSTONE alignments may provide additional opportunities for the Army Reserve to shift more overseas deployment training (ODT) to SOUTHCOM.

"Since greater RC training support requirements appear to be forthcoming, I have asked FORSCOM to discuss with me its thoughts regarding formal identification of training opportunities for USAR units, cells and individuals." Those talks were scheduled to be carried out in May of this year and the CAR has also asked USAR leaders to support this plan "by sharing with us your concept of how you or your unit could help satisfy these requirements."

His vision is to assign adequate resources in SOUTHCOMUSARSO so that USAR units and individuals can train on a regular basis in Latin America. For example, he notes "I foresee about six new AGR slots and equipment . . . to support MEDRETES. Also, the Army Reserve is anticipating working jointly with the Army National Guard in this effort. Currently, my staff is working out the fine point details with FORSCOM and SOUTHCOM."

No discouraging words

During his visit to the *Fuertes Caminos '90 North* exercise site, the CAR stayed at the base camp, Las Delicias. While there he "observed the outstanding nation-building training taking place in Honduras.

"I spoke with more than 100 hard-working soldiers who are putting in 12- to 14-hour days and heard not a single complaint. 'Well done' to our soldiers working and training under the LIC (Low Intensity Conflict) pressures in Honduras."

Fuertes-Caminos '90 North is a Fifth U.S. Army road construction and upgrade exercise being carried out in the north central part of the Republic of Honduras. A 500-man rotational task force is involved in working this exercise.

Task Force 420, a joint USAR/ARNG

see "Training" on page 28

Second only to 'Old Guard'

83rd ARCOM units remember

by Major Mike Finnigan

Columbus, Ohio — One was amiable and approachable. He loved a good joke but would bristle at off-color remarks.

Another died one month after being inaugurated.

Still another was assassinated by a disgruntled office seeker.

All were Presidents.

Now they are honored each year on the anniversary of their births with Presidential Wreath Laying Ceremonies. There are five of them buried in Ohio, which, next to New York, is the state where more Presidents are buried than any other.

The mission of laying the wreaths and conducting the Presidential Wreath Laying Ceremonies at the tombs of Presidents buried in Ohio falls to the 83rd U.S. Army Reserve Command, headquartered in Columbus, Ohio.

Except for the Military District of Washington, the 83rd is the Army command which conducts more of these prestigious ceremonies than any other command in the United States. Its Commanding General, Maj. Gen. Bernard F. Losekamp, is designated as President Bush's personal representative at the ceremonies.

At each ceremony a speech about the former President is given, a Presidential Wreath, paid for by the White House is laid, and "Taps" is played.

Civilians of the communities where the presidents are buried take pride in their community's heritage and many times also lay wreaths and give speeches about their "favorite sons." Representatives of city, county, state and federal government entities take part.

Sgt. Ronald Kuntz, bugler of the 338th Army Band, a subordinate unit of the Columbus, Ohio-based 83rd ARCOM, plays taps during Presidential Wreath Laying Ceremonies at the President McKinley Memorial in Canton.

(Photo by Maj. Mike Finnigan)

The 83rd conducts wreath laying ceremonies for Presidents William McKinley, Canton, Ohio; William Henry Harrison, North Bend, Ohio; Rutherford B. Hayes, Fremont, Ohio; James Garfield, Cleveland, Ohio, and Warren G. Harding, Marion, Ohio.

(Maj. Finnigan is the Public Affairs Officer for the 83rd ARCOM, Columbus, Ohio).

ARPERCEN issues guide through its admin 'maze'

St. Louis, Mo. — The Army Reserve Personnel Center (ARPERCEN) in St. Louis has scores of offices administering hundreds of programs affecting hundreds of thousands of Army Reserve soldiers and retired soldiers and millions of Army veterans and their families.

"Finding your way through this maze can be a real challenge," according to Lt. Col. Denny Mikale of the ARPERCEN staff. He ought to know: receiving and distributing the truck load of mail that hits ARPERCEN's loading dock each duty day is one of his responsibilities.

Now Mikale and his mail and distribution team have come up with a user-friendly guide to help ARPERCEN's customers get their paperwork where it belongs.

Their finished product, the ARPERCEN Quick Reference Action Guide, is free for the asking. All Mikale asks is that you write for one and send him a mailing label with your official address.

The Guide offers a new approach to sorting out the endless puzzle of who does what for whom at ARPERCEN.

"Everything is keyed to the forms our customers send us," says Mikale.

"It's really rather simple," says Mikale. "If you know what form you're sending us, the guide tells you the right office to send it to."

Office symbols on correspondence to ARPERCEN are a must due to the size and complexity of the Center, and the scope of the many programs that it handles. Mail arriving at the Center's headquarters at 9700 Page Blvd., St. Louis that lacks a proper office symbol can get delayed — or worse.

"With a truck load arriving each day, we can't give every piece of mail the attention that it deserves," says Mikale.

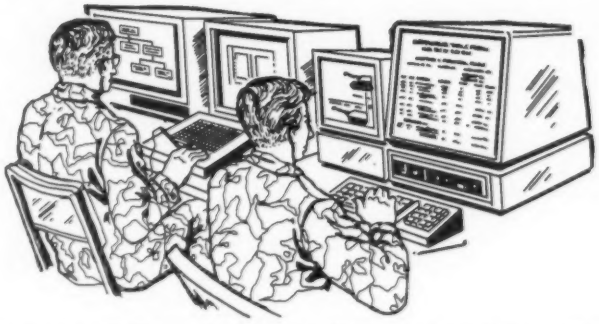
The ARPERCEN Quick Reference Action Guide is available to anyone who needs one. Just include a return mailing label with your written request to:

Commander ARPERCEN
ATTN: DARP-IMG-A
St. Louis, MO 63132-5200

1989 WESTAT Study released

U.S. Army Reserve retention

by Lt. Col. Terry White and Lt. Col. Jim Simpson



The Army Reserve has released the findings of the 1989 Survey of USAR TPU Soldiers.

The survey is a continuation of the long range research effort to determine the real causes of attrition of junior enlisted (Pvt.1 through Spec.) soldiers in the USAR.

Commonly called the "WESTAT" study, after the civilian research firm contracted to do the research, the 1989 study validated several of the more significant findings of the 1988 survey and identified several important trends that will have significant impact on future attrition in the Army Reserve.

Comparisons with 1988

The 1988 survey identified several strategic causes of junior enlisted attrition in the USAR and pointed out a significant difference in the perceptions of junior enlisted soldiers and their NCO and officer leaders.

In 1988, junior enlisted soldiers said that ". . . not being promoted," ". . . not being treated with respect", ". . . not being treated fairly", ". . . promotions not being treated fairly," and ". . . poor leadership" were among the most important reasons that they would leave the Army Reserve. The 1989 survey reported that these were still among the most important causes of attrition.

They mean what they say

Even more significant, however, was the 1989 finding that those soldiers who said that they intended to get out **did get out** at a rate over three times greater than those who said they intended to stay. The 1989 survey tracked the same soldiers surveyed in 1988 (along with additional soldiers surveyed for the first time in 1989) and found that many soldiers who told us last year that they planned to get out **were true to their word — they left the USAR!**

The 1988 survey pointed out a major disconnect in what leaders saw as the causes of attrition (mainly causes external to the unit) to those that were important to the soldiers (who saw the causes as being primarily internal to the unit). The latest results still show a difference between what the soldiers and their leaders say, but the difference between officers and the soldiers is narrowing. Officers seem to be coming more in line with their soldiers. Unfortunately, the same is not true with NCOs, whose perceptions have not changed.

The 1988 survey also identified that the officer leadership at the unit and battalion level saw the civilian technicians as key players in solving retention oriented problems. In addition, the junior enlisted population viewed unit technicians as "part of" the leadership of the USAR. Their importance in the eyes of both of these groups led to further analysis of unit technician responses in the 1989 survey.

The 1989 results show that the perceptions of unit technicians are very closely aligned with and show a high correlation with leadership. The results also show that the unit technicians appear highly qualified to help solve attrition problems.

Some encouraging, and discouraging. trends were identified in the 1989 survey.

First is a significant demographic change in the junior enlisted population. Junior enlisted soldiers are much more likely to be younger, single and have less than full-time employment. This is probably a result of increased recruiting of high school students into USAR units.

The discouraging news is that these characteristics (young, single, employed less than full-time) represent the highest risk category for attrition. Traditionally, this group is very likely to fail to complete their military obligation in a USAR troop program unit.

More good news

Encouraging is the fact that in 1989 this same group "says" they are more likely to stay in the Army Reserve. Since the new research confirmed that soldiers are likely to do what they say, it appears that the Army Reserve is making progress on the attrition problem. This may be a result of an attitudinal shift which will to some degree offset the demographic changes which have resulted in more soldiers now falling into the high risk group.

Another encouraging finding is the relationship of those causes of attrition that are local (e.g."fair treatment", "caring leadership") to those that are systemic (e.g. "promotion policy" and "pay"). A difference in the two surveys pointed to a decrease in the local (unit level) of attrition. This attitudinal change is substantiated by actual official USAR loss statistics during the period that show 7,000 fewer losses in these areas.

The WESTAT survey results and the actual loss statistics indicate that unit level leaders are beginning to make significant gains in "manageable" losses that they can control.

Those causes of attrition that were important to soldiers a year ago, remain important today. Progress made at the unit level must continue. If unit-level leaders do not build on their recent successes, soldiers are likely to be true to their word — and get out. Progress has been made, but the challenge to unit leaders is still great, since the root causes of attrition remain unchanged.

Two of the most disturbing findings of the latest survey are the increased importance of low reserve pay and specific problems related to promotion system.

Money talks

Dissatisfaction with reserve pay (it's too low) is now seen as the greatest source of dissatisfaction. Soldiers still see the opportunity to earn extra income as a major reason for joining, but now over 67 percent say it would be "somewhat easy" to get another part time job to replace their reserve pay. They

research updates 1988 results

warn that continued low pay will likely cause them to "attrit".

The earlier survey identified promotions not being handled fairly as a major cause of attrition. In the latest survey , more questions in this area were added to determine more accurately how promotions were affecting attrition. The promotion problem was examined in terms of the reasons for not being promoted, the difficulties in meeting requirements and the helpfulness of unit leaders. Again, the findings were both encouraging and discouraging.

The good news was that soldiers did not see promotions as being handled unfairly because of sexual harassment or racial discrimination. They also felt that their lack of promotion was not because their immediate leaders, including the unit commander, didn't want them to be promoted.

Promotions and retention

The most important reason soldiers see for not being promoted is the lack of MOS qualification. Worse yet, soldiers see MOS Qualification as the most difficult hurdle to cross and many see their unit leaders unable to help them with the problem. Prior service soldiers in particular see lack of ability to become MOS-qualified, and hence qualify for promotion, as a major reason for their not continuing to serve in the Army Reserve.

Prior service soldiers are, however, highly motivated to take the steps (SQT testing, correspondence courses, and school training) necessary to improve their job related skills. They perceive unique problems for themselves in becoming MOS-qualified in order to be competitive for promotions. Likely causes for these perceptions are unrealistically high MOS qualification standards or lack of training seats, money or time for soldiers to undergo formal school training.

Another impact of promotions on retention relates to junior enlisted expectations of when they will be promoted and the reality of USAR promotions. Of junior enlisted soldiers who think the promotion system is fair, and who have less than 18 months in grade, over 80-percent think they will be promoted within a year. The reality (especially for specialists), however, is that almost none of them will be promoted within that time frame. For many it may take much longer. This serious misconception by soldiers who now see the system as being fair almost certainly will result in future dissatisfaction among these same soldiers.

Implications of the study

It is important to note that the newest survey pointed out that the Army Reserve is **not** a static organization. It is changing and changing rapidly. As the USAR changes, the causes of attrition, and the necessary actions to respond to these causes, will change with it.

Unit leaders (from squad and section leaders on up) must continue their successes in those areas over which they have direct control (e.g. demonstrating caring leadership, treating soldiers with respect, using soldiers' time productively).

The civilian and military leadership at the national level will need to address those systemic problems which are beyond the control of unit level leaders (e.g. reserve pay and complicated promotion policies).

(Lt. Col. Simpson and Lt. Col. White are assigned to the Strength Management and Marketing Branch, U.S. Forces Command Retention Division in Atlanta, Ga.)

More great stories coming to ARMY RESERVE Magazine

Since *ARMY RESERVE Magazine* only published three issues last year instead of the normal four, we have loads of good stories backed up and waiting to "see ink."

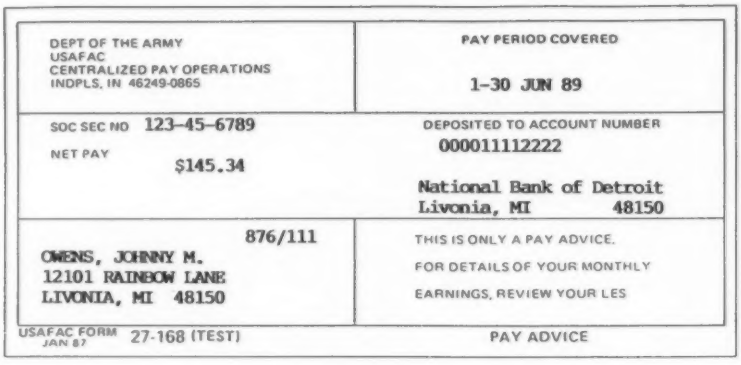
Next issue will feature the 12-page supplement *Army Reserve '90*, a corporate-style "annual report to the stockholders," if you will, which outlines the current posture of the Army Reserve Program.

Other stories include features from the Pacific showing Reservists assisting in disaster relief, humanitarian efforts and training in such far-flung locations as the Samoa, Kwajalein Island, Christmas Island, Singapore and the Maldives. We've also got a great set of stories from Operation Certain Sage which will surprise you.

Look for the story of the Reservist who went to AT and wound up in Pakistan medevacing Afghan freedom-fighters into Europe or of another who took on one of the highest mountains in South America, Huascaran Norte.

Don't get the wrong idea! We still need your input on stories and strong photographs to stay healthy, so keep those cards and letters coming in.

Have you seen this form???



DEPT OF THE ARMY
USAFAC
CENTRALIZED PAY OPERATIONS
INDPLS, IN 46249-0865

PAY PERIOD COVERED
1-30 JUN 89

SOC SEC NO 123-45-6789

NET PAY
$145.34

DEPOSITED TO ACCOUNT NUMBER
000011112222

National Bank of Detroit
Livonia, MI 48150

876/111

OWENS, JOHNNY M.
12101 RAINBOW LANE
LIVONIA, MI 48150

THIS IS ONLY A PAY ADVICE.
FOR DETAILS OF YOUR MONTHLY
EARNINGS, REVIEW YOUR LES

USAFAC FORM 27-168 (TEST)
JAN 87

PAY ADVICE

For more than one-third of us, it's an important pay document

by MSgt. Dolores Esch

Washington, D.C. — The form — USAFAC Form 27-168 (Test) — is a Pay Advice. If you are a member of the Army Reserve and selected the SURE-PAY option, you should receive it each month at your home address. If you joined the Army Reserve before SURE-PAY became mandatory for new members and still have your drill pay check sent to your home address, you do not receive this form.

More than 41 percent of the Army Reserve population has already selected SURE-PAY, and the rate is climbing every month. The option to have drill pay mailed directly to a financial institution has been available for years, but only became mandatory for new members of the Army Reserve in October of 1987.

SURE-PAY Benefits

There are some obvious benefits for electing SURE-PAY. With SURE-PAY, your drill pay is deposited in your checking or savings account by the 15th of the month following the month of drill performance (or earlier, if the 15th falls on a weekend or holiday). Checks for Army Reserve soldiers not on SURE-PAY are not scheduled to be **mailed** until the 15th of the month.

With SURE-PAY, an error in transmission between the U.S. Army Finance and Accounting Center (USAFAC) and the financial institution can be resolved within 48 hours with a phone call. However, a soldier claiming non-receipt of a drill pay check may have to wait four to eight weeks before another check is received.

If a check mailed to a home address is lost or stolen, the soldier must request a stop payment. The unit must forward the stop payment through the regional input station to USAFAC. USAFAC will include the payment with the next drill check. This process may take four to eight weeks. USAFAC had 6,850 stop payments, for instance, between March and May of 1989. If later, the U.S. Treasury notifies USAFAC that the check was negotiated, the amount will be collected from the soldier's next drill check. The soldier will then have to go through a lengthy process of proving the check was cashed illegally.

What if you receive a Pay Advice or Leave and Earnings Statement (LES) showing a drill pay deposit to your account, write a check based on this information, and the financial institution dishonors your check or charges you for an overdraft because of non-receipt of the deposit? If you, your technician or your commander can not resolve the problem over the phone, the government may reimburse you in most situations. Check DA Circular 37-88-1 for details.

If you elect SURE-PAY, USAFAC mails you the Pay Advice form. It is mailed to arrive at your home address on or before the date your pay is deposited at the financial institution. This is a benefit which is not received by active duty soldiers on SURE-PAY. In addition to the amount deposited, the Pay Advice shows the name of the financial institution and the account number.

How to arrange for SURE-PAY

It's a simple task to arrange to have your Army Reserve pay sent directly to a financial institution through SURE-PAY.

All you need is a form SF 1199-A.

The SF 1199-A has to be completed and signed by a representative of the financial institution, and the USAFAC copy has to be submitted through your unit.

Financial institution representatives often confuse a Reservist's rules with a retiree's rules and want to transmit the SF 1199-A directly to USAFAC. That doesn't work. So, be firm — make them give you the form.

No form coming?

Now you may be saying, "I'm in the USAR. I've elected SURE-PAY. I've never seen this form. If I'm not getting my Pay Advice forms, who the heck is?"

Well, it could be that your forms are being returned to USAFAC by the post office. You know what they say about computers — trash in, trash out. If the computer has no address — or, more likely, an old address — in your record, your Pay Advice couldn't very well be sent to your current address, could it? Of course not.

The folks at USAFAC know there's a problem with addresses — many of these forms are returned as undeliverable every month. Have your unit administrator send off an address correction to your input station,

see "Pay Advice" on page 28

ARPERCEN seeks officers with foreign area experience

by Lt. Col. Art House and Maj. Pete Poltoratzky

St. Louis, Mo. — If you are an Army Reserve officer who's as much at home in exotic overseas climes as in the United States, the Army Reserve Personnel Center (ARPERCEN) wants to hear from you.

Specifically, ARPERCEN has openings in Individual Mobilization Augmentee (IMA) positions for officers with special language skills and either academic expertise or civilian experience in a variety of overseas areas.

Foreign Area Officers (FAOs) have established a reputation for professional competence in the political military arena. In fact, FAOs are respected by both military and civilian leaders in the Army and the Department of Defense to such an extent that they are referred to as "national assets."

The FAO Proponent Team at Department of the Army's Office of the Deputy Chief for Operations is reviewing and identifying FAO requirements in the Army Reserve and National Guard. It is also revising policies for the reserve component FAO program which is reflected in the most current edition of AR 135-11.

Highly competitive

These positions are part of the Army Reserve Foreign Area Officer program, managed by ARPERCEN. Selection for the FAO-RC program is highly competitive and once accepted into the FAO program, officers serve an annual two-week IMA training assignment as assistant Army attaches at U.S. embassies, in positions on the staffs of joint, unified and specified commands, or on the staffs of other Department of Defense agencies.

In addition to the annual IMA two-week tour, some FAOs will be offered a second active duty assignment each year, specifically for language refresher training at the Defense Language Institute in Monterey, Calif. Because each FAO needs to speak a foreign language well, ARPERCEN can grant some FAOs Reserve retirement point credit for keeping their second languages fresh.

This year's program entrants will attend a special Army Reserve FAO orientation course this summer; officers admitted into the program later will attend portions of the regular Active Army FAO course. There is no other military schooling requirement for FAOs. Officers who may have been enrolled in the FAO course at Ft. Bragg, N.C., will receive credit for work already completed and will not be required to attend the orientation in Monterey.

Lifestyle and experiences

The FAO program has existed in one form or another since the end of World War II. Its purpose is to provide a mobilization pool of regional area specialists of Army "soldier-statesmen."

ARPERCEN's FAO program manager, Maj. Angelo Sanchez, says that the reserve "soldier-statesmen" don't learn the specialty in the Army Reserve, they must already possess it.

In addition to language skill — which is an essential qualifier for all FAOs — officers earn entry into the program through experience tied to "lifestyle, business travel, and academic credentials," according to Sanchez.

Special needs exist, Sanchez says, for officers with expertise in the following regions: Middle East — North Africa; Sub-Saharan Africa; East Asia; South Asia; Northeast Asia; Southeast Asia; Soviet Union — Eastern Europe.

There is no application deadline; the need for FAOs is a continuing one. With the exception of language skills, most of the other FAO program entry criteria can be waived. They include being an Army Reserve field grade officer who has completed 50 percent of the Command and General Staff Officer Course. Sanchez says that officers below field grade, who haven't completed half of the staff college course can be considered for the FAO program, depending on the scope of their language skills and regional experience.

"If we've got a captain who speaks a rare language and who's lived in sub-Saharan Africa, you can bet we'll consider the officer," says Sanchez.

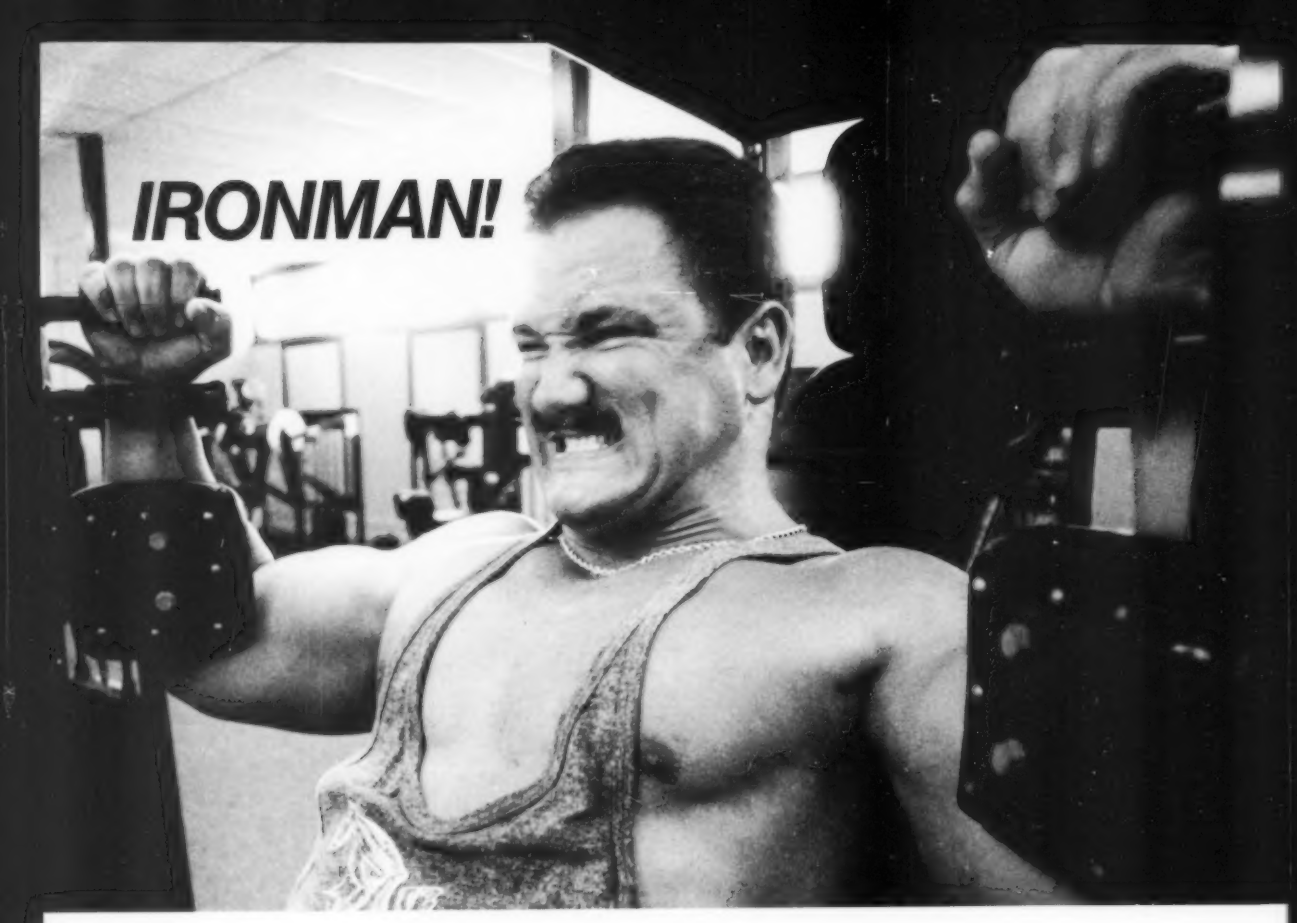
Team effort

ARPERCEN's FAO managers are even interested in hearing from Army National Guard officers. Though there is no provision for a serving Guard officer to actively participate in the FAO program, ARPERCEN would like to have information on possible future FAOs on file. Many Guard officers eventually join the Army Reserve when they are promoted beyond the grade structure of their Guard units; others join the Army Reserve when career or family priorities make continued service in Guard units impractical.

ARPERCEN manages the Reserve FAO program in close coordination with the FAO Proponent Team of the Office of the Deputy Chief of Staff for Operations and Training (ODCSOPS) at Headquarters, Department of the Army.

ODCSOPS and ARPERCEN have teamed up in recent months to enhance the

see "FAO" on page 28



Army Reservist tops heavyweight class as bodybuilder

story and photos by Steve Lambert

A watched pot never boils.

Whoever coined that phrase was definitely not referring to SFC Donald Potts of the 6220th U.S. Army Reserve Forces School. As a top Army Reserve bodybuilder, Potts is "watched" on a regular basis by thousands who frequent bodybuilding competitions. And as anyone who as seen his performance can tell you, his posedowns are steaming hot.

His most recent showdown resulted in top honors at the 1989 Armed Forces Championship held at San Diego, Calif. After an intense routine (which one reporter described as "very confident"), Potts was awarded first place in the heavyweight class, becoming the first Reservist ever to win one of the classes in the show's nine-year history.

"It all started about a year ago. I was glancing through a bodybuilding magazine and noticed the competition," recalls Potts. "I decided at that moment that the next year I would not only compete but would win my weight class, as well. Traditionally, the Army is not represented well at this event. Hopefully, my wins as an Army representative will increase public support of the oldest branch of the military."

Potts defeated veterans who have been competing in this event for years. "He just came out from nowhere," said Rachel Potts, Donald's wife of five years and biggest fan. "The minute other competitors saw Don they knew that he was the one to beat. He barely missed winning the Overall title on a split-decision."

One look at Pott's recent performance record and it's easy to see why he's a "hot commodity" in the world of bodybuilding. The week before his Armed Forces win, Potts placed fourth in the Los Angeles Championship, preceded by a third-place in a San Diego competition and runner-up in the California State University Championships.

According to the mild-mannered infantry platoon sergeant, that is just the tip of the iceberg. "'I fully expect within the next two years to be one of the top ten bodybuilders in the United States."

Bodybuilding is a relatively new sport for this "well-armed" soldier who began lifting weights after getting hired by the Los Angeles County Sheriff. Deputy sheriffs there are required to serve three years as a custody officer for the Los Angeles Men's Central Jail. After taking a gander at some of the inmates, Potts thought it might be wise to "bulk up" a tad.

"My body responded a lot better to the weights than I had imagined, before long I started entertaining the idea of competing."

Strict self-discipline is the name of the game for Potts, who firmly believes that a missed workout can never be made up.

Potts bombards all muscles groups with heavy weight training six days a week, four to five hours a day. Sunday is his day of rest. He sets the weights aside and hops aboard a stationary cycle for an hour or so instead.

A balanced and regular diet is another crucial factor according to Potts who consumes six meals a day of 1000 calories each. The meals are high in carbohydrates and protein and low in fat and cholesterol. He can't even remember the last time he wolfed down a burger and fries.

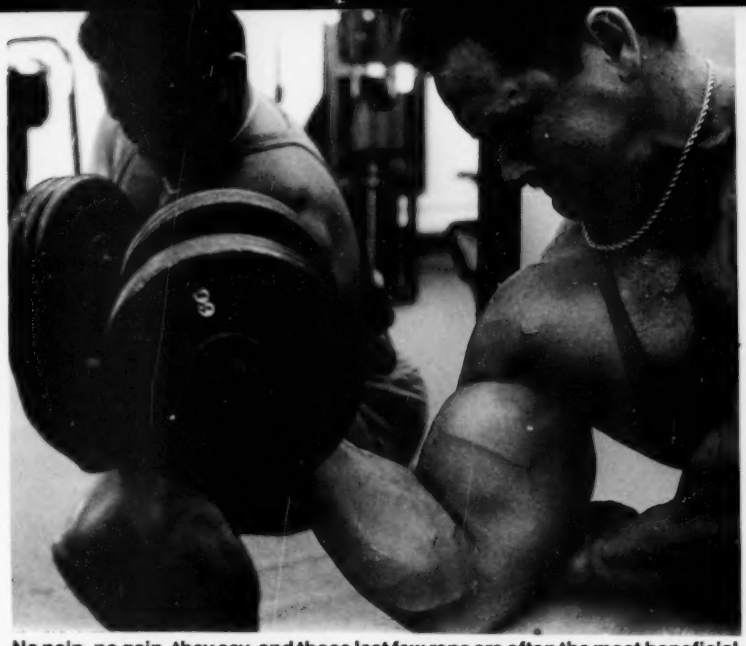
"The competition today is so tough that if you don't stay on track with your training, diet and sleep schedule you'll be overlooked in no time."

Hard to overlook

It's hard to imagine the six-foot, 260-pound giant being "overlooked" by anyone. "I get a wide range of reactions about my physique, from curiosity to shock. But some of the best responses are from my students."

You see, Potts is a BNOC and PLDC instructor. One of those hard-nosed, "killer" NCO Academy instructors who mold and shape the raw soldier into a polished, professional NCO. They open each new class session with an introduction of the instructors to the students, a procession which is usually led by Potts.

"It's everything I can do not to crack a smile when I walk into the classroom and "lay down the law," says Potts. "I've had to tailor all my uniforms in order to wear them (a procedure which includes taking ten inches off the waist of the largest BDU pants sold and adding a four-inch wide elastic band to the shirt sleeves to be able to roll them up).



No pain, no gain, they say, and those last few reps are often the most beneficial in the quest for more muscle mass.

"Even after tailoring, they're still pretty snug. Judging by all the bug-eyes around the room I guess I must look fairly ominous to the troops. After all of us instructors exit the room, we crack the door and chuckle at the reaction of the students toward me."

In reality, Potts is nothing like the threatening image he portrays. The good-humored giant rarely even gets angry or raises his voice. A characteristic which Potts also attributes to bodybuilding.

"I think that the intensity of my training and focus on my goals have given me sort of an inner tranquility," said Potts.

A tranquility that is shared by his wife and fellow bodybuilder, Rachel. An impressive soldier in her own right, Spec. Rachel Potts is a medical specialist witn the 6252nd Army Hospital.

Working in workouts

Between being a mother for their two children, attending college full-time in a registered nurse program, working full-time as a psychiatric technician and completing the Army's LVN (licensed vocational nurse) program, she definitely has her hands full. Somehow she still tries to squeeze in at least one workout a day at a local fitness center with her husband.

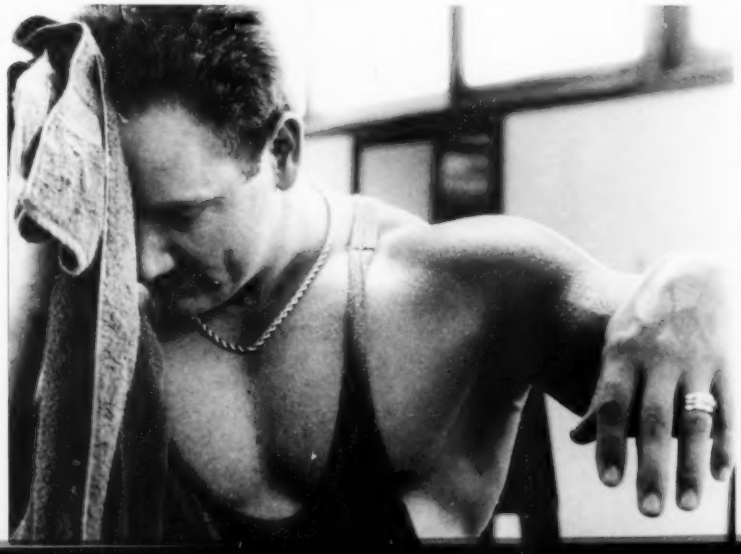
"We have quite a lot in common." said Rachel. "Between our Army careers, workouts and judging schedule we're together constantly." The judging Rachel refers to is of course, bodybuilding competition judging which occupies roughly three weekends a month of their time."

"My workouts are not as intense as Don's since I don't compete. I truly love the bodybuilding lifestyle, it's a very healthy way to live. As for Don, I'm very proud of his accomplishments so far and truly believe that he has the potential for greatness in this field. It's takes a certain genetic structure to really make it, and I believe that Don has got it. When he's on stage winning, I feel that I'm winning too."

What's the long range goal for the Potts? "To be the biggest, baddest and most physically fit command sergeant major in the entire military," boasts Potts. At the rate he's moving, that goal could soon become a reality.

(Steve Lambert is an Army Reserve Technician assigned to the 63rd ARCOM's Public Affairs Office at Los Alamitos, Calif.)

Finally, breaktime and Potts takes a well-deserved toweling down and easing off before starting up a second round.



Pay Advice

continued from page 24

or your form will continue to be mailed to the same incorrect address. Remember also that we still have more than one computer system to update in the Army Reserve — you may not assume that the pay computer system has your current address just because you know the personnel computer system (SIDPERS-USAR) has been updated.

OK. So now you say, "If all these folks have incorrect addresses, then to correct a home address on the USAFAC computer must be a really tricky procedure." Well, how tricky is it to print your name, social security number, and address on a sheet of paper? No, that's not all there is to it. The technician has to slap a transmittal (ICD) on top of it and the commander has to sign a form or two.

The whole procedure might take a cumulative total of 10 minutes for everybody involved at the unit level.

We checked with representatives from most of the input stations, and they generally agreed on the following information:

- DA Form 4447-R is the correct form to use to correct your Pay Advice mailing address. The form may be copied with basic information, such as the unit address, preprinted since this is a locally reproducible form.
- Personal information at the top of the form and the mailing address in section IV can be either hand-printed or typed, as long as it is legible. Typed information is preferred because it eliminates the chance of character misinterpretation at the input station.
- You can not use DA Form 4447-R to change the mailing address for your money — just the mailing address for your Pay Advice.

Life is too short to be chasing missing checks. You have better things to worry about than where your money is, how much you've got, and when you'll receive it. SURE-PAY and Pay Advice forms will not abolish all problems from the Reserve pay system, but they certainly make an improvement. You have to help make the system work. If your address is wrong, use your chain of command and ensure the correction is made. Help USAFAC help you.

(MSgt. Esch is an AGR finance specialist on the staff of OCAR's Office of Programs and Liaison.)

Narcotic

continued from page 8

An internationally recognized authority on Drug Diversion Enforcement, Kubisty has been a speaker at four previous International Narcotics Conferences. The six-day conference is the largest gathering of International Narcotics Officers meeting to be updated on the latest procedures in Narcotics Enforcement.

He was appointed a member of a 13-member committee to study initiatives to enhance national strategy in law enforcement and intelligence for drug law enforcement. The committee will review the National Drug Strategy Control Program recently submitted to Congress by **William Bennett**, Director for National Drug Policy. It will explore other avenues of drug central strategy related to law enforcement and make recommendations to enhance the proposed administration program.

Reporter

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Out," was released. Jan-Michael Vincent portrayed Jack Cox. Actor David Huffman, who was murdered a few years ago trying to prevent a robbery, played Conley. "It was the big thrill of my life so far, of course," said Conley. "Even though the film didn't make big bucks for its backers."

Conley, now a reporter for the *El Paso Times*, said he has told the story of his stay in Panama through letters home. "It's good to write down your thoughts and tell your emotions," he said. His letters were compiled and an article was written in the *Times*.

Although Conley lives more than 450 miles from his Reserve unit, he has no intention of leaving civil affairs. Experiences like this only enhance his career as a military and science reporter. "I went to every province but one," Conley said of his stay in Panama. "It was a great opportunity for me and my managing editor fully supported it." Conley left Panama in mid-March knowing he helped in an important effort.

"The civil affairs efforts are working and I got to be part of it," he said. "Now I feel like we have a stake in this. But the story doesn't have to end."

(SSgt. Linsey is a journalist assigned to the 126th Public Affairs Detachment, Michigan Army National Guard)

FAO

continued from page 25

Army Reserve FAO program by recruiting new members, reviewing the qualifications of previous members, and validating every Reserve FAO position in the entire Army structure. The Army Reserve FAO program is not for everyone. Admission is restricted to the most qualified applicants. At present, there are slightly more than 130 Army Reserve officers in the program.

"But we're looking for many more," says Sanchez. Sanchez and his fellow Army Reserve FAO managers at ARPERCEN can be reached through a toll-free number: 1-(800) 648-8289.

(Lt. Col. House is ARPERCEN's Public Affairs Officer. Maj. Poltoratzky is an Army Reserve officer assigned to the FAO Proponent Team, HQDA, ODCSOPS, Washington, D.C.)

Training

continued from page 20

engineering organization controlled by elements of the Army Reserve's 420th Engineer Brigade, is constructing seven kilometers of reinforced gravel road, surveying and designing 15 kilometers of road, constructing stabilized fords and maintaining 20 kilometers of the main supply route.

The task force also performs base camp rehabilitation and upgrade and includes elements from the Louisiana and Missouri Army National Guards' heavy engineering battalions.

Its members also provide medical support for the base camp and local surrounding civilian areas as well as water purification, dining facilities and operate petroleum, oil and lubricant points.

In closing, Ward noted "Both units and individuals participate in Army Reserve training in Latin America. Challenging, effective and personally rewarding training is provided for all the reserve components. The RC, along with the active Army are working with people of the host nations so that they will have a more positive image of their own governments and of the United States."

What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, particularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:

Commander, ARPERCEN
Attn.: DARP-_____*
9700 Page Blvd.
St. Louis, MO 63132-5200

***If you do not know the correct "Attention" symbol, omit the attention line.**

When requesting assistance from ARPERCEN, be sure to include your social security number and sign your letter.

LETTERS

MilTech Dilemma

Sir:

Public Law 98-212 signed into law by President Reagan on 8 December, 1983, contained conditions of employment for Civil Service Military Technicians in the Army Reserve. One requirement is that a Military Technician hired after Dec. 8 1983 must be a member of the unit he works for and if he loses membership, whether for voluntary or involuntary reasons, it is considered to be a failure to maintain a condition of employment and the Civil Service employee will be removed from his civilian job.

Obviously such a law restricts promotions of these soldiers as they do not want to be promoted out of their employment. In cases where the Civil Service employee is an officer and is mandatorily promoted by a different law, she loses her Civil Service job if a position for that rank is not available in the unit of assignment.

No other Civil Service employees in government must meet such stringent physical fitness, weapon qualifications, educational, etc., requirements to maintain their families (sic) livelihood (with the exception of those who offer early retirements) than Civil Service Military Technicians yet, they must guard against being promoted in many cases to maintain their jobs. What is the intent of such legislation?

Jim Denton
Beaumont, Texas

From OCAR's Chief of Personnel Division: ". . . in response to your inquiry concerning Army Reserve Technician (ART) conditions of employment under Public Law 100-463, particularly the requirement that an ART be a military member in the same unit of his civilian employment.

The intent of the unit membership restriction is to ensure the ART is a mobilization asset in the unit he supports as a civilian. The law is not intended to be or should be regarded as a punitive impediment to the technician's military or civilian career.

To better define the application of the unit membership provision, the term "unit" which has previously been interpreted to mean a company-size organization, has recently been redefined to mean an organization larger than the company, battery, or troop, such as battalion or brigade. The legal restriction is that such organizations must be within the same mobilization entity. This redefinition opens the way for the ART to be a civilian member of one unit and a military member of another. This change in the application of unit affiliation is now in effect, and will be incorporated in the forthcoming revision of Army Regulation 140-315 which governs the technician program.

The technician can now pursue both civilian and military advancement. Not all hard choices in maintaining two careers will be eliminated by the reinterpretation of unit membership, but career opportunity is now a reality.

New enlisted promotion system criticized

Sir:

Lt. Gen. Ono has been responsible for many good initiatives during his tenure. The new reserve enlisted promotion system (Issue 2/1988, page 10) is not one of them.

As a personnel staff officer in a reserve unit, I am exposed to the concerns of those who are affected by this policy. They are not enthusiastic. As a former member of a unit in which area-wide promotion was tried, I have seen that the adverse effects outweighed any gains.

Making the USAR more like the Active Army is neither desirable nor reasonable. A desire to infect the reserve with the high turnover and resume-based careerism of the Active Army officer system seems strange, and the idea that Reservists can do everything the Active Army can do, and then some, is self-serving bombast on the part of a very few, very senior individuals.

The function of the reserve is to provide a pool of trained individuals available for rapid mobilization. This implies both people and training, on a part-time basis, and training requires personnel stability. Officer rotation for "career enhancement" is not helping our mission; putting senior enlisted soldiers onto a similar rotation will completely destroy any training continuity a unit might have after most of its drills are consumed with DA-mandated training which contributes more to statistics than to mission readiness.

When training suffers, soldiers lose interest. Compound this with loss of cohesion and the force will unravel. When unit leaders from the commander to the squad leader live hours away from the reserve center, recruiting, retention and resolution of soldier problems suffer. The extra hours that are required to keep things on an even keel cannot be spent. Unit cohesion suffers and institutional memory disappears. Many soldiers prefer to stay in their hometown units, and the reserves are benefited by their doing so.

We are now demanding that soldiers with long records of productive experience transfer to another unit, acquire reliable transportation, train in another MOS, and abandon their circle of acquaintances — this is career-enhancing?

Unit promotions (for which long-term members are more than qualified) will now be given in a records-only board to some paper hero whose rise through the system is due solely to a willingness to commute impossible distances while contributing little to the succession of units to which they are assigned.

The Active Army has enough days in the year to overcome institutional ineffectiveness. The reserve does not. Area-wide promotions will reduce the readiness and retention of our units and benefit only a few soldiers who value personal promotion now over the interests of the Army at large.

Once again, the Washington bureaucracy believes it is a better judge of a unit's personnel than the unit is. I believe that the DCSPER has been provided with poor advice and I urge the rescission of this initiative before it destroys the reserve unit system.

Capt. Douglas Brown
Poolesville, Md.

We asked OCAR's Command Sergeant Major, Douglas E. Murray, to respond to Capt. Brown's letter:

"It would seem that his problem is not shared by the hundreds of junior NCOs I've discussed this with. Many commands have already implemented the new system, had their first boards, and are now moving on to the next phase — memoranda of understanding to conduct joint boards.

Contrary to the captain's belief, this program was developed by NCOs for NCOs. Most of the developers (including the officers) were from USAR troop units.

"My Uncle"

Sir:

Since a day 26 years ago when I was sworn into the Navy I have had a rewarding relationship with My Uncle.

As I reflect back, it becomes clear that my life with Uncle Sam was a give-and-take affair.

At age 19 I gave four years of my life to the U.S. Navy. In return, My Uncle allowed me to grow up with a purpose in life.

At age 23 I separated from the Navy and My Uncle paid my way (G.I. Bill) through four years of college. My Uncle helped me to attain my goal to become a teacher.

Once I started teaching and raising a family, I found that I needed a house. My Uncle guaranteed a loan so that I could buy this house.

Letters continued on next page

There was a 10-year break in my relationship with My Uncle.

At age 33 I was offered a position as a staff sergeant in the U.S. Army and wisely decided to give more of my time to My Uncle.

In return, the U.S. Army Reserve and My Uncle have given me many benefits. A few of the more prominent rewards include:

- A high-paying part-time job.
- A sense of pride in being part of the U.S. Army Reserve and the 76th Division.
- A chance to work with good men and make good friends.
- Free travel and free schools.
- A feeling that you are actively helping your country remain great and free.
- Learning to handle responsibility in direct ratio to the advancement in pay and authority (stripes).

When it becomes time for me to retire from the Army, My Uncle will assist me again.

For young people just forming a relationship with Uncle Sam, don't think it will be all fun and don't think it will be easy. It won't.

You are going to give, and give a lot. Your Uncle will give and give a lot.

SFC Mark S. Delcourt
Farmington, Maine

Degraded Itschner Award

Sir:

I am writing to correct you on your reporting of the Itschner Award winner on page five of your last 1989 issue (Vol. XXXV, No. 3). It is great that you published the story, but you did a disservice to the men of Co. C, 391st Engineer Bn (Cbt).

They deserve a more accurate account. Your article made it sound as though Co. C received the Itschner Award solely for building a nice baseball field. This distortion diminishes both the unit and the award. Although the community service project might have been one of their notable achievements, reserve component engineer units perform this type of task all the time. The Itschner Award signifies much more.

The Itschner Award, one of several military engineering awards offered annually by the Society of American Military Engineers, recognizes excellence at the unit level. Three Itschner Awards are presented annually to engineer companies, one each in the Active Army, Army Reserve, and Army National Guard, distinguishing them as the very best in their respective components during the previous year. Units are judged not only for single achievements, but for training, maintenance, morale, retention, and every other measure of unit excellence. And, incidentally, competition for the coveted award is characteristically fierce.

I am not personally familiar with Co. C or its record, but I am certain that any unit deserving of the Itschner Award is much better than your article implied. Look into it. You might find a good story that goes beyond three sentences. Sincerely,

Maj. Douglas R. Wright
Omaha, Neb.

We're sure you're right! Despite the fact that brevity is the sine qua non of our business, we had no intention of short-changing the unit or demeaning the value of this prestigious engineering award. — Editor

Cholesterol testing

Sir:

There continues to be emphasis on the importance of serum cholesterol for physical examinations; however, Low Density Lipoprotein (LDL) determination now appears to be very important.

I feel that LDL should be incorporated in all physical examinations.

Lt. Col. (Dr.) Edwin J. Seligson
Tarzana, Calif.

Your comment was referred to the Army Surgeon General's Fitness Policy Division, which replied: Cholesterol determination is an important factor in the overall health assessment of an individual. The breakdown of the cholesterol into low density lipoprotein (LDL) and high density lipoprotein (HDL) components are helpful generally when the total cholesterol is elevated, in order that medical and dietary guidelines can be individually prescribed.

Total cholesterol tests are conducted at physical examinations. LDL are not normally indicated during the physical exam. However, according to the National Cholesterol Education Program and the Surgeon General's cholesterol screening guidelines, if the total cholesterol value is between 200-239 mg/dl with two additional risk factors, or over 240 mg/dl, a lipoprotein analysis is done.

New guidelines for the over-40 screening and cardiovascular program, effective Jan. 1, 1989, call for a lipoprotein analysis to include the determination of the ratio of total cholesterol to HDL as a risk factor.

Another point to consider is that currently not all laboratories meet the criteria for the Army Lipid Standardization Program. For elevated cholesterols, it is anticipated that all results will be standardized in a nationwide program to ensure a quality result in accordance with Center for Disease Control guidelines.

"Once a soldier . . ."

Sir:

Here is why one soldier elects to stay in the Army and is sorry he ever had a break in service. Perhaps soldiers thinking of not reenlisting can profit from this soldier's experience. When first separated from active duty in July of 1965 the pamphlet "Once a Soldier" was issued. For some reason I never forgot the title. It wasn't until years later I was to find out the true meaning of "Once a Soldier."

After a 20-year break in service I reenlisted in the reserve and became a citizen soldier. Much had happened to me since receiving "Once a Soldier." Marriage. Divorce. Job changes. Sickness. Loss of loved ones and family. These things do not promote a secure feeling inside.

It was during one of the worst times of my Life when I came to understand the true meaning of "Once a Soldier."

It means a kind of family that will never disappear or be taken away. A family that is there to help regardless of how rough things are. A family so large that no matter where you live someone is close by.

I count my blessings that I joined the Army back in 1962. The Army started to become my family then and never really stopped. It taught me my livelihood in the sixties and is now teaching me again in the eighties. It brings me a camaraderie that I have not ever known outside of the Army. A feeling of accomplishment, pride, security and best of all it just makes me feel good belonging to such an organization. I would like to thank the United States Army for the privilege of belonging to such an organization.

Sgt. Richard V. Spoley
Schaumburg, Ill.

Why soldiers leave

Sir:

The article "Why Soldiers Leave the Army Reserve" was interesting, informative and serious research.

I am appalled that conditions such as pay problems, unfair treatment, not getting credit for doing good work and not being proud of the unit are allowed to exist in the Army Reserve.

I know these charges are true, because I have a relative in the reserve, and they have mentioned these conditions many times.

These problems should be addressed and corrected soon, or discontinue the Army Reserve before it becomes a disgrace to the United States.

Mrs. M.B. Collins
Pine Bluff, Ark.

Young Katy Ridge, age 5, announces that she "has the controls" of her Huey helicopter as she prepares to lift off on her very first make-believe flight as pilot in command. Katy had come to the Los Alamitos (Calif.) Armed Forces Reserve Center in February for an open house. The special day was jointly hosted by Maj. Gen. Theodore Paulson, commander of the 63rd ARCOM and Maj. Gen. Averill E. Hawkins, commander of the California Army National Guard's 40th Infantry Division (Mech).

(Photo by Melissa Carter)

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